

Management

m e t h o d s

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Cover Photo: National Board of Fire Underwriters

Policy re manuscripts: The object of Management METHODS is to offer "practical solutions to management's problems." For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.

Much of our editorial material comes from business and management specialists as well as from active businessmen at all levels of management.

Most articles employ case histories. An article may be based on a single case history or can be built around a group of related case histories. We like to mention the name of the user company involved in each case history and, when possible, to quote an officer of the company.

We endeavor to return all manuscripts. However, we assume no responsibility for material not specially requested by us.



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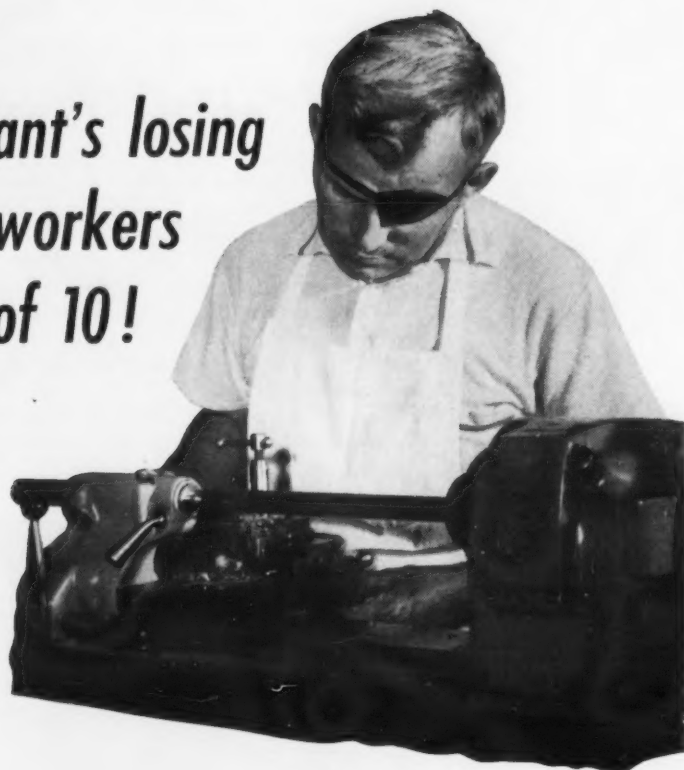
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5 important business incentives in new tax law

THE AUTHOR: **Matthew F. Blake, C.P.A.**, partner in Hurdman & Cranstoun, New York, and member of the Committee on Federal Taxation, American Institute of Accountants

By its very nature no tax can be a real incentive to business activity. Of course, the ideal incentive action would be to remove all taxes, but obviously this is impossible. Faced with the requirement that aggregate tax revenues must remain relatively fixed for the time being, Congress has nevertheless completed a major overhaul of our basic income tax structure. In this overhaul Congress has taken certain steps designed to reduce the disincentives which the income tax imposes upon businesses in our economy.

While the tax law is of necessity an extremely complicated document, management-level personnel will need a general understanding of the major provisions of the law. The explanations which follow are intended to assist in that general understanding without going into technicalities.

1 DEPRECIATION

Possibly the most important liberalization incorporated in the new law is the option to use the so-called "declining balance" and other accelerated methods of depreciation. Heretofore, taxpayers generally were required to charge off the cost of depreciable capital equipment (less any estimated salvage value) in equal annual amounts over the estimated life of the equipment. This was called the "straight line" method. Under the declining balance method, which is used here as an example of the advantages of the new methods, a more rapid deduction of cost is permitted.

Taxpayers may now deduct depreciation at double the rate they would have been allowed to use under straight line. If the life of a machine is estimated to be four years, for example, the straight line rate would be 25 percent a year, while the declining balance rate would be 50 percent. However, this 50 percent is applied to the undepreciated balance at the beginning of each year rather than to original cost. The result is higher deductions in early years and lower deductions in the remaining years.

One disadvantage of declining balance is that it is impossible to write an asset down to zero if there is no salvage value. So Congress removed the disadvantage by granting automatic permission to change from declining balance to straight line at any time during the life of an asset.

Here, then, is how the new method compares with the old for an asset with a cost of \$1,000, an estimated life of four years and no salvage value.

Year	New Method	
1	\$ 500	(Declining balance)
2	250	(Declining balance)
3	125	(Straight line)
4	125	(Straight line)
Total	\$1,000	

Year	Old Method	
1	\$ 250	(Straight line)
2	250	(Straight line)
3	250	(Straight line)
4	250	(Straight line)
Total	\$1,000	

methods

5

equipment repairs.

A graphic illustration of this was brought to light during the hearings on the new law. Many new businesses were formed to sell service contracts on television sets. Usually the fee for the contract is collected in advance and, under the old law, was taxed as income in the year of receipt. Then, when it became necessary to repair sets under the contracts, many businesses failed because the taxes had taken a substantial part of the money which was needed to buy parts and pay wages.

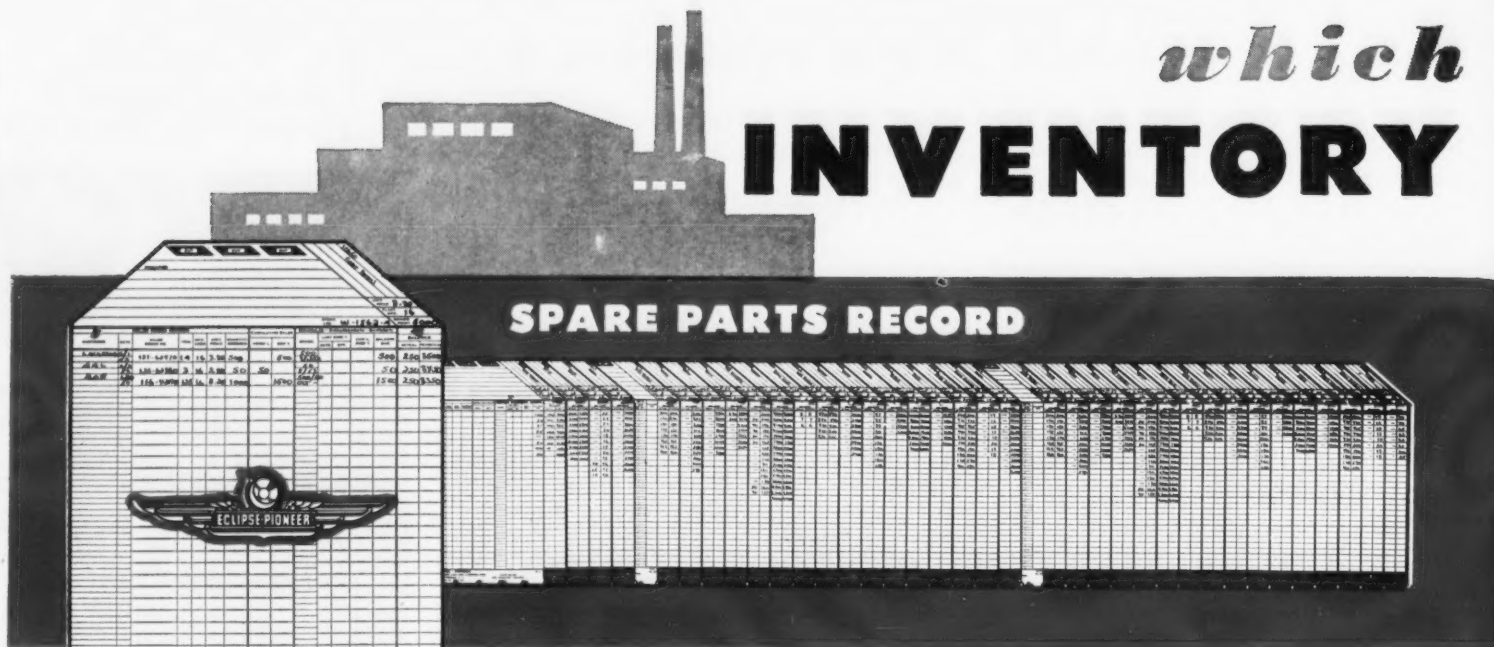
Now, however, new rules have been established which will defer the tax until the work has actually been performed, whether in the television repair field or any other field where payment is received in advance.

A problem somewhat similar to this has been present in cases where substantial costs must be incurred even after the major earning activity has been performed. A road-building contractor, for example, frequently will be required to maintain the road for some period after its completion. Manufacturers and sellers of other types of products frequently give guarantees covering specified results.

Heretofore, such taxpayers were not allowed to match expenses against the sales which gave rise to those expenses. As a result they often were short of funds when it became necessary to pay for the work done under guarantees. Now this injustice has been removed and the taxpayers will be allowed current deductions for such future costs as long as they pertain to the current year's income and can be estimated with reasonable accuracy. This will result in a more realistic determination of income for tax purposes.

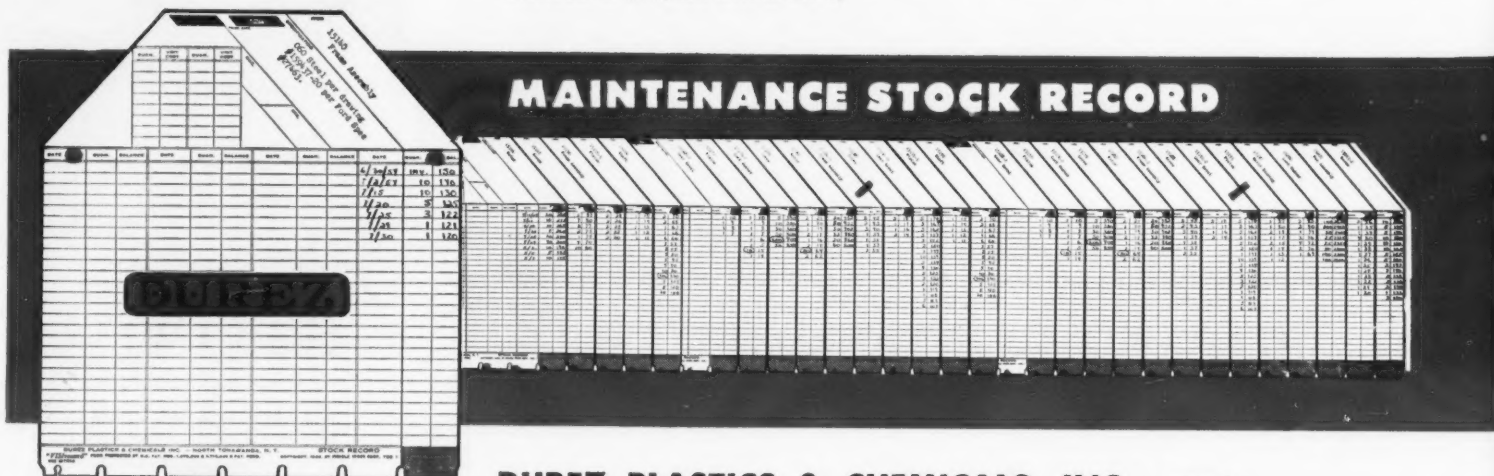
These few areas of improvement are by no means all that has been done to provide a more comfortable tax environment for business progress. Many other specific changes which affect restricted types of taxpayers appear throughout the new law. Each executive and businessman owes it to himself to investigate the changes which are of particular importance to him and to become thoroughly familiar with the new "ground rules" governing his tax liability. m/m

which INVENTORY



ECLIPSE-PIONEER DIVISION — BENDIX AVIATION CORP. reports:

"The VISIrecord system in our Service Sales Department has greatly facilitated posting and reference to 40,000 parts record cards. Savings to date indicate that entire equipment costs will be amortized in less than six months!" (This system involved a \$10,000 investment!)



DUREZ PLASTICS & CHEMICALS, INC., reports:

"The use of VISIrecord improves the quality of stock control work in addition to doubling posting speed. This better control permits lower inventory investment, and has reduced "outs" 25%. During the first three years with the VISIrecord system, the number of items stocked increased from 6,400 to 14,000, without any increase in inventory investment! Savings in clerical and supervisory time amounted to a 300% annual return on the VISIrecord investment for the first three years!"



More than 50,000 VISIrecord cards may be made accessible to one operator, in a seated position.

"During the past twelve months, 40 various VISIrecord installations have been made at one of the large General Electric plants."

GENERAL ELECTRIC CO.

"A \$2,200 VISIrecord investment has resulted in annual clerical savings of approximately \$6,200!"

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"VISIrecord has effected a 30% saving in a number of operations over previous methods, and has improved accuracy and speeded the flow of work in the handling of individual orders!"

JOHN B. STETSON COMPANY

(Circle 360 for more information)

PROBLEM *do you have?*

PURCHASE PARTS RECORD

YORK CORPORATION reports:

"The number of employees in the Stock Control Department was reduced from 46 to 33 — a saving of 13 clerks! All this in spite of a significant increase in volume of work!" The York Purchased Parts Stock Control, illustrated above, is a 4-card VISIrecord system: A Stock Record Card, an Ordering Card or Traveling Requisition, a Folder Schedule Control Sheet, and a "Critical Commodity" pink slip.

MATERIAL CONTROL RECORD

Raw Material — In Process — Finished Parts

RALPH C. COXHEAD CORPORATION reports:

"The compactness of VISIrecord, the speed and ease of individual card location, have provided an ideal tool for efficiently processing bills of material, posting receipts, and disbursements of materials!" The Ralph C. Coxhead Corporation has used VISIrecord for over seven years on material control, covering Raw Material, In Process, and Finished Parts inventory.

A few additional inventory applications on which VISIrecord has been widely used: Branch or Warehouse Centralized Stock Control • Perishable Tool Inventory Records • Tool Room Loan Control Records • Machine Posted "Actual-Available Balance" Stock Records • Punched Card "Facsimile Posted" Inventory Ledgers • Electrical and Automotive Parts Inventory — Wholesale and Retail • Material Scheduling Records • Material Expediting Records.



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diagnostics

FOR MANAGEMENT

by Leslie M. Slote

Ass't. to the Pres., Ketay Mfg. Corp.
Management and Labor Relations Consultant

question:

"Although we have a "Manual of Organization and Procedures," many members of our management team overstep their delegated limits of authority. It is not completely their fault because the lengthy and detailed contents of the manual are not conducive to either thorough reading or quick reference. What can we do to solve this particular problem without revising the entire manual?"

diagnosis:

Your management team cannot do a good job without a thorough understanding and knowledge of what is expected of them. They must have a clear picture of their job requirements and limitations. Setting up a "Limits of Authority" chart might be the easiest solution.

While some of the policy can be abstracted from your present manual, much of it will possibly be new and

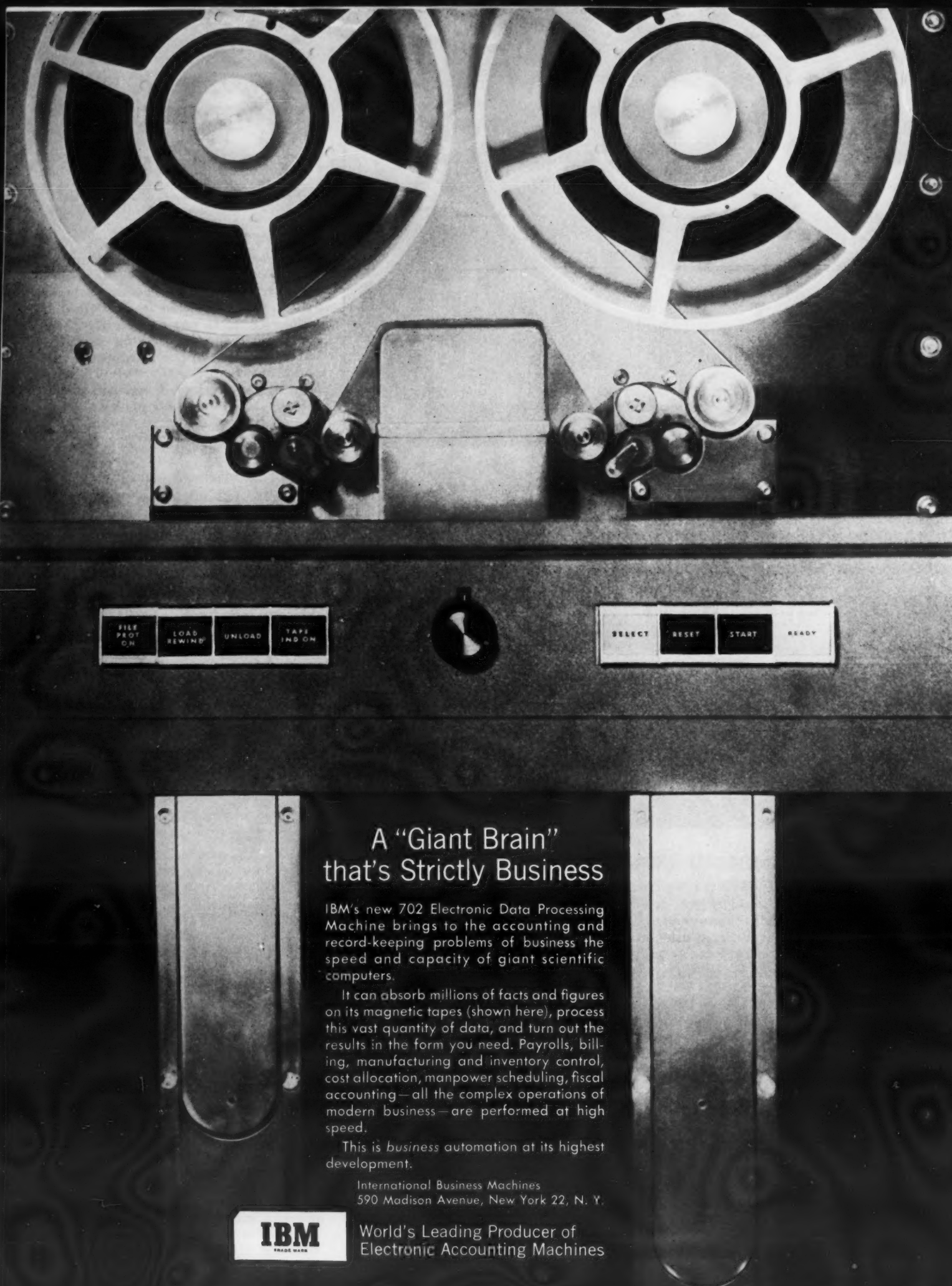
LIMITS OF AUTHORITY						
	CONTROLLER	CHIEF ACCOUNTANT	ASST. CHIEF ACCOUNTANT	COST ACCOUNTANT	TYPICAL AUDITOR	OFFICE MANAGER
UNIT: Accounting Dept.						
Changes in Dept. Structure	F	O	O	O	O	O
Establish Dept. Procedures	F	F	F	F	F	F
Hiring Employees	F	F	F	F	F	F
Hiring Additional Employees	F	F	F	F	F	F
Discharging Employees	F	F	F	F	F	F
Promoting	F	F	F	F	F	F
Transferring	F	F	F	F	F	F
Setting Rates	O	O	O	O	O	O
Setting Salaries	O	O	O	O	O	O
Adjusting Rates	\$2/hr	O	O	O	O	O
Adjusting Salaries	\$350/mo	O	O	O	O	O
Approving Travel Expense	\$100	O	O	O	O	O
Approving Entertainment Exp.	\$50	O	O	O	O	O
Approving Petty Cash	\$50	O	O	O	O	\$15
Authorizing Overtime	F	F	F	F	F	F
Approving Leaves	F	F	F	F	F	F
Approving Reinstatements	F	F	F	F	F	F
Approving Purchases	\$200	F	O	F	O	F
Acquiring Capital Equip.	\$500	O	O	O	O	O
Leasing Property or Equip.	\$500	O	O	O	O	\$50
Approving Maint. and Repairs	\$150	\$50	O	O	O	\$50
Sale of Capital Equip.	O	O	O	O	O	O

KEY: F: full authority O: no authority
P: partial authority; needs approval of next higher position

will have to be established as you proceed. The chart shown above should help to solve your problems; the subject headings may be modified and expanded to suit your own requirements.

question:

"One of the most common problems we encounter in methods work is how to best divide the work flow among our office employees to



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achieve desired administrative and work goals. What practical approach can be taken to best ascertain this division of work?"

answer:

One large insurance company uses a comparison type of chart to determine the optimum compromise solution for each particular case. All types of clerical work are accomplished at the action level by dividing the work flow into any one or combination of three basic patterns as follows:

1. assembly line or serial type of flow, in which the work progresses consecutively through a single pipeline, with each step worked on *in turn* by different specialists. For example, in processing employee clock cards for payroll purposes, the following procedure is set up in serial flow:

- Clerk A sorts cards by department and in clock number rotation.
- Clerk B receives cards, enters rates, number of dependents and totals straight time and premium hours.
- Clerk C receives cards and re-checks previous step.
- Clerk D receives cards and calculates gross pay.
- Clerk E receives cards and re-checks previous step, calculates taxes and shows net pay.

2. parallel type of flow, in which the work is divided in bulk among a number of workers or teams for concurrent handling, with each worker or team performing the same work steps as the other and each performing all the steps necessary for completion. For example, in processing clock cards, the procedure outlined in paragraph 1, above, could be set up in parallel flow, by having Clerks A through E process the cards for one department while one or more similar teams of clerks would simultaneously process clock cards for other departments.

3. unit-assembly line of flow, in which different workers simultaneously perform the various work steps upon the same work item. For example, in receiving a customer's request for product information, one clerk might check

methods

◀(Circle 325 for more information)

COMPARISON OF THREE BASIC WAYS OF DIVIDING WORK				Relative Importance
Work Factors	Serial	Parallel	Unit Assembly	
1. Volume (decreases & increases)	A	B	C	
2. Fluctuations in Work Load	A	B	C	
3. Fractional Loss	A	B	C	
4. Accessibility of Things Used	A	C	B	
5. Area, Travel & Transportation Factors, Access to Files	C	A	B	
6. Worker Specialization	A-Process	A-Subject	A-Special Skills	
7. Worker Qualifications	Process	Subject	Skills	
8. Comprehension Time	C	A	B	
9. Break-in Time	A-Process	A-Subject	A-Special Skills	
10. Flexibility	C	A	B	
11. Supervisory Control	C	A	B	
12. Worker Interest & Satisfaction	C	A	B	
13. Mechanization & Methods Impvmt.	A	C	B	
14. Experimentation with Methods & Procedures Chgs.	C	A	B	
15. Special Handling of Special Cases	C	B	A	
Administrative Goals				
Speed:				
1. Speed in Cycle Time	C	B	A	
2. Speed of Production	A	B	C	
Economy				
1. Economy in Unit Costs	A	B	C	
2. Economy of Scarce Skills & Eqpt.	B	C	A	
3. Economy of Manpower	A	B	C	
4. Economy of Materials, Eqpt. or Space	B	C	A	
Quality				
1. Excellence of Product	A-Process	A-Subject	A-Skills	
2. Accuracy	A-Process	A-Subject	A-Skills	
3. Consistency	A	C	B	
4. Public Convenience and Accommodation	C	A	B	
5. Levels of Supervision Required	C	A	B	

current price, discount and shipping charges, another would simultaneously check availability and approximate shipping date, while a correspondence clerk at the same time dictates a form letter which later on at transcription will incorporate the information supplied by the first two clerks.

In most office operations, the work flow is usually divided among a combination of these three methods. For example, the first part of a paperwork job may be performed *serially*, the next part on a *parallel* basis and the final stage on a *unit-assembly* line. Similarly, a parallel stage may be inserted in a serial flow and the sub-flows in a parallel plan may be serially organized. The choice of methods depends upon the specific problems encountered at the different stages of production.

The chart shown above lists 26 variables in the left-hand vertical column. Listed horizontally under each of the three basic ways of dividing work is an appraisal showing which method is superior to the others with respect to each variable. The letters "A" indicate best, "B" second best and

"C" third best. "A-Process" indicates best for specialization by process, "A-Subject" by subject matter, etc. A brief explanation of *some* of the variables is given below; the meanings of the others are self-explanatory. The numbers refer to the variables on the chart.

Work Factors

1. Volume Fluctuations—amount of work performed at each step and variations in the total work flow.
2. Fluctuations in Work Load—production peaks and valleys in incoming loads related to the frequency of their occurrence.
3. Fractional Loss—idle time resulting when volume cannot be matched to available staff.
4. Accessibility of Things Used—workplace layout, availability of equipment and records, scheduling when sharing is necessary.
7. Worker Qualifications—job specifications matched to available workers.
8. Comprehension Time—thinking and evaluation time required *before* a worker can take action. (next page)

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A REMARKABLE OPPORTUNITY for the executive concerned with the reduction of operating costs

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This will be no highly technical conference at which cloistered technicians will "talk to themselves." The meeting is designed specifically for *management participation*.

Every phase of the program is engineered to provide you with practical help and answers to business questions.

Specifically, here is what the program will provide. First: Throughout the three-day meeting, group seminars will be held, covering basic systems and procedures problems. Each seminar will be led by specialists in the particular area covered. Not a hodge-podge round-table discussion—but planned workshops designed to present, explore and evaluate the newest systems techniques. Each conference will be limited to 25 executives, with both lecture and workshop sessions.

Second: Talks by key public and business figures will be featured in the basic meeting throughout the three days, and integrated with group seminars.

Third: A display of the most talked-about advances in electronic office machine equipment, many displayed for the first time, has been made possible by special arrangements with business machine manufacturers. **Register in any one of these ways—**The basic Meeting covers three days. Concurrently with this basic Meeting will be held one-day Seminars on the subjects listed below. You may register for a combination of Seminars and the Meeting in this way:

- (a) the basic 3-day Meeting only,
- or (b) two days of the basic Meeting and one 1-day Seminar,
- or (c) one day of the basic Meeting and two 1-day Seminars,
- or (d) three 1-day Seminars only

You have your choice of these Seminars:
Seminar No. 1—*Orientation in Electronics*
Seminar No. 2—*Initiating an Electronics Program*

Seminar No. 3—*Utilization of Present Electronic Equipment*

Seminar No. 4—*Records Management*

Seminar No. 5—*Work Measurement*

Seminar No. 6—*Quality Control in the Office*

Seminar No. 7—*Forms Design and Control*
Seminar No. 8—*Practical Work Simplification*

Seminar No. 9—*Systems and Procedures Functions*

Seminar No. 10—*Communications*

Seminar No. 11—*Office Layout and Design*

Seminar No. 12—*Operations Research*

Seminar No. 13—*Inventory Mechanization*

Each Seminar combines both lectures and detailed workshops. And each Seminar is limited to 25 executives.

Highlights of the basic meeting—Monday, October 25—"The Importance of Systems and Electronics in Business Today." This will be a detailed analysis of the constantly increasing need of management for more efficient reporting and management techniques.

"Cost-Conscious Employees are the Key to Cost Reduction." Here is the basis for developing a cost reduction program with cost-conscious employees at the heart of it.

Tuesday, October 26—"Practical Work Measurement." Case histories of effective application of work measurement techniques.

"How to Determine Clerical Costs." Control methods that have resulted in substantial savings in operating costs.

"Electronic Accounting Machine Developments." A panel discussion by leading manufacturers of complete data processing machines as well as specialized electronic business machines. Covers both details of equipment now available as well as new developments now in preparation.

Wednesday, October 27—"An Approach to the Automatic Office." What can developments moving toward the "Automatic Office" mean to large companies? To small companies?

Sponsored by the Systems and Procedures Association of America—The Systems and Procedures Association is a non-profit organization of professional administrative and systems engineers dedicated to the common purpose of management improvement in business and industry. While membership in the Association is restricted to those actively engaged in administrative engineering, the Association is inviting all management to attend this conference as a practical contribution to business.

To register—Write immediately to Mr. Don Titus, Chairman, Systems and Procedures Association of America, c/o Hotel Commodore, 42nd at Lexington Avenue, New York 17, New York; or circle number 364 on the Reader Service Card for more information and registration blanks.

If you can't come . . .

How would you like to have a book containing a full stenographic record of every seminar, every direct session, every talk described above? SPA will release, within a few weeks after the Meeting, a hard-bound book—set in type and beautifully printed on fine paper—of the entire proceedings. Fully indexed, it is expected to run about 400-500 pages. Non-members of SPA may order copies in advance of actual printing for only \$19.00. Print run will be limited—first come, first served. To reserve a copy, send your order to address above. You will be billed after publication.

9. Break-in Time—time required to become competent with adequate training.

10. Flexibility — ease with which workers can be rotated on jobs.

Quality

1. Excellence of Product—specifications to be met.

2. Accuracy — tolerance of errors allowed.

3. Consistency—procedure designed to insure identical solutions to identical situations.

If you eliminate the letters shown in color on the chart, you will have a work sheet for assigning weights to each variable in order to determine the best compromise method of dividing work. First, select the most important of the 26 variables which apply to your specific problem. Then, under the extreme right-hand column headed "Relative Importance of Each Factor," assign an approximate percentage in round figures to each of the selected variables, depending upon your estimation of their relative importance. The sum total of this column should equal 100. Next, by referring to the original, enter the percentage assigned to each variable in the appropriate column under the method that is best (A) choice for that variable. For example, if "Fluctuations in Work Load" was selected as being pertinent to our problem and was assigned a weight of 20% in the right-hand column (out of a possible 100%), the 20% would then be entered under the "Serial" column opposite that factor. Similarly, if "Supervisory Control" were given a weight of 15%, that figure would be entered in the column headed "Parallel." This procedure is completed for each of the variables selected, the results of each column are totaled and the method of dividing work with the highest score would then be chosen.

"worth

Uncovering New Supervisory Candidates: In an effort to "try out" employees slated for possible promotion, Worcester Pressed Steel Company waits until a present supervisor goes on vacation. They then assign his job to a promising employee. Thus, the company has a chance to see how the candidate operates on the job.

repeating"

methods

Insurance, self-insurance, non-insurance



An examination of the relative merits of various forms of insurance

by C. Z. Greenley

Manager, Insurance and Loss Prevention Dept., Montgomery Ward

The most common method of protecting the assets of a business against the consequences of a serious insurable loss is to assign the risk through the purchase of insurance. This is the soundest procedure for most business enterprises because it transfers the economic effect of a large loss to a professional risk company at a predetermined premium cost. The insurance company collects premiums from many widespread insureds and from the aggregate premiums collected pays the losses of the relatively few. The average business does not have the necessary physical distribution of risks and a large enough number of locations at risk to do the job as safely and as economically as an insurance company.

There are, however, conditions under which a business can assume all or part of an insurable risk and, by doing so, reduce its cost and in some cases obtain other less important advantages. The ability of a business to absorb, without financial embarrassment, part

or all of the losses caused by an insurable risk is the most important factor to consider before deciding whether a part or all of that risk should be insured with an insurance company or assumed by the business.

Very few of the insurable risks lend themselves to the assumption of the entire risk. The assumption of a fixed maximum amount of each loss or a maximum total amount of losses for a year and the purchase of insurance to cover losses in excess of those amounts is the usual practice under a self-insurance program. If the maximum one loss and the average yearly losses (based on at least five years' past experience) for a given risk are within the capacity of your company's cash assets to absorb them safely, the risk can be completely assumed. Examples of such risks are: display window plate glass, damage to or loss of company-owned automobiles or trucks, damage to or loss of company-owned property transported in automobiles or trucks, loss of cash from safes where the maxi-

mum amount of contents is definitely controlled. On the other hand, there is usually no advantage in assuming all or part of such risks as marine cargo or hull, high pressure boilers, compressors or fly wheels.

The principal insurable risks are fire (and extended coverage), workmen's compensation, public liability (injuries to members of the public) and damage to property of others. In most cases, where any plan of assuming insurable risks is in effect, one or more of these principal risks is partially assumed. The portion assumed is either a specified maximum amount of each loss or a specified maximum of losses for a year. The former provides a reasonably safe basis if past loss history indicates that it is unlikely that the total assumed will materially exceed the amount your company is able to pay without financial embarrassment. The latter plan will, of course, definitely limit the amount your company will have to pay for all losses occurring during one year. In

either case, the reduction in your purchased insurance premium cost for that portion of the risk you plan to assume should substantially exceed the losses you expect to pay, based on your past experience, plus any additional expenses you may incur as self-insurer, before you decide to assume the risk.

How to determine the risk

Unfortunately, there is no scientific or mathematical formula which can be used in determining whether it is best to protect a business against loss resulting from an insurable risk by complete or partial purchase of insurance or by complete or partial assumption of the risk. Before making any decision, the following information is needed:

1. Maximum potential single loss probability at any one location. Maximum probability of damage to your company's property (inventory, buildings, fixtures, cash, etc.) can be readily obtained from appraisals and the book records of the company's assets. When we try to determine maximum probable loss resulting from injury to employees or to the public or from dishonesty of employees, we are faced with a problem which requires quite a bit of judgment based on broad experience and imagination. If your company did not incur any severe losses caused by the particular risk under consideration, obtain information from your insurance broker or agent regarding some of the most severe losses incurred by other companies exposed to risks that are similar to yours.

2. Your actual losses and premium cost of purchased insurance for at least the past five years. Experience for that period will produce a reasonably sound trend of your losses and their relation to premium cost.

3. The spread of the risk in your business — that is, the number of physically separated units exposed to the same risk and the maximum loss exposure at each separated unit. When considering the soundness of assuming a risk, it is important that a fairly equal spread of risk exists.

4. Degree to which the risk (accidents, fires, burglary, dishonesty, etc.) can be controlled through the operation of an effective loss prevention program. If

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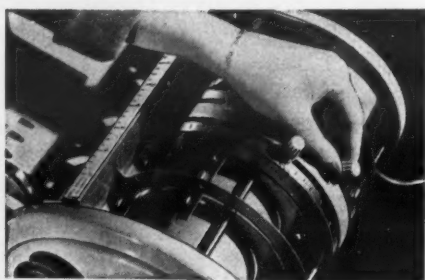


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it is possible to reduce losses through the operation of a loss prevention program, top management must agree to actively support such a program. Otherwise, the assumption of any appreciable portion of a controllable risk is usually not justified.

5. Does the risk require inspection services? If so, can your company provide such an inspection service? If not, what would the cost be to purchase or develop your own competent inspection service particularly in fields requiring high technical skills, such as high pressure boilers, compressors, fly wheels and elevators?

6. Could your company handle adjustment of losses satisfactorily and economically? For example, if losses can occur with some frequency at locations far distant from those at which you have branches staffed with personnel competent to adjust them, what would the cost of adjusting such losses be? Marine losses which may require adjustment in distant parts of the world, workmen's compensation and public liability losses, if they occur frequently at locations distant from your company offices, are types of losses which should be given consideration.

7. What is your company's policy or preference in the matter of adjusting claims directly with employees, with customers or other members of the public? Would it prefer to handle such matters through an insurance company? Some companies prefer to act as more or less disinterested third parties when such claims arise. Others prefer to deal directly with claimants for reasons of good will or because of a feeling that more uniform treatment will be accorded to all claimants.

8. Are there any laws which would prohibit your company from assuming the risk? For example, in some states the Workmen's Compensation risk must be insured in a monopolistic State Fund; in most states miscellaneous bonds must be purchased.

When it is finally determined that a risk should be partially or entirely assumed, the next step is to decide whether it should be self-insured or non-insured. Both self-insurance and non-insurance involve the conscious assumption of a calculated risk as contrasted with the transfer of the risk to

an insurance company by the purchase of insurance.

Self-insurance is the accounting method whereby you charge your operations a premium rate per unit of exposure (building or inventory values, payrolls, etc.) similar to the method of premium computation made by insurance companies for purchased insurance; the amounts thus charged are credited to an insurance reserve. Self-insured losses are paid out of this reserve. If the cash assets of the business are ample enough, this reserve can be maintained merely as an accounting reserve. Otherwise, the reserve, except for the amount needed to take care of immediate average losses, should be segregated from normal business funds and invested in conservative securities. The minimum amount of the free self-insurance reserve should be equal to approximately one year's expected self-insured losses for each of the risks self-insured. The reserve can be started by the transfer of such an amount from other reserves of the company or it can be accumulated gradually. The gradual accumulation results from excess of charges to operations at the former purchased insurance premium rates and the actual self-insured losses. After the amount of the free reserve reaches the desired level, each subsequent year's charges to operations should be equal to about the annual average of the past five years' self-insured losses.

Non-insurance is the method whereby the full amount of each loss is absorbed as an expense at the time it occurs. The following are some of the considerations which should govern a decision as to whether an assumed risk will be self-insured or non-insured:

1. If the maximum possible loss will not seriously distort the profit performance of the operating unit, the risk can be non-insured and each loss absorbed as an expense by the unit in which it occurs and at the time it occurs. The following are exceptions:

a. If the risk is controllable and losses occur frequently, self-insurance is advisable even though the size of each loss may be small enough to suggest non-insurance. The reporting of such losses to your insurance manager for adjustment

(Circle 341 for more information)

through your self-insurance reserve makes possible the accumulation of cost records and analysis for preventable causes. This information provides a sound basis for instituting the necessary controls to minimize recurrence of such losses.

b. If losses which should be non-insured because of low maximum cost per loss are of a type that could be caused by the negligence of third parties, there is some advantage to self-insuring them. By reporting such losses to the insurance manager for credit from the self-insurance reserve, recognition of the possibility of recovery from third parties is more likely. One example of loss of this type is collision damage to company-owned autos and trucks and the company-owned property transported in them.

2. If the assumed losses will be too large to be charged directly to the operating unit at which they occur without seriously distorting the profit performance of that unit, or for other reasons mentioned above, they should be self-insured and charged to the self-insurance reserve. The objective is to avoid serious variations in the year-to-year insurance expense charge to the operating units. The resulting level trend in charges to operating units should be similar to that which would be produced by purchased insurance premium charges.

I have gone into some detail relating to the conditions under which assumption of all or part of a risk may be advisable through self-insurance or non-insurance.

Remember that self-insurance is not a "pot of gold at the end of the rainbow." The assumption of an insurable risk is sound only if the cash position of the company, the spread of risk and the other factors mentioned in this article justify it. One of the first steps is for top-level management to decide how serious a loss the company could assume without financial embarrassment. In other words, how large a loss could the company absorb without seriously affecting the liquid assets needed for its principal operations. Often the expected long-range advantage which was the original basis for

assuming a risk is forgotten when the first serious assumed loss occurs. The acid test of a management's real desire for assuming an insurable risk is its reaction immediately after the first serious assumed loss has to be paid. Sometimes the personal views of top executives vitally affect the decision as to whether or not any or one particular insurable risk should be assumed or insured without regard to the potential advantages presented to them. In such cases, if all of the facts are presented clearly, all that can be done is to review them again periodically to determine whether the reasons for the original adverse decision still exist. Once management decides on the maximum loss which can be safely assumed, subject each risk to the tests outlined and decide whether all or part of it should be insured with an insurance company or assumed by self-insuring or non-insuring.

Finally, I wish to emphasize again that if the most important controllable risks, such as fire, workmen's compensation and public liability, are being considered, the assumption of even part of those risks merely for the possible saving of a portion of the difference between the purchased insurance premium cost and actual self-insured losses does not justify such a step. There must be a serious intent on the part of top-level management to put into effect and to maintain an effective loss prevention program before the economic benefits of self-insurance can be considered attractive enough to justify the change from complete purchase of insurance. m/m

"worth

Annual report to workers: Check off Westinghouse Electric Corporation, East Pittsburgh, Pennsylvania, for a novel and visually effective method of telling employees facts on company's annual income and outgo. Each worker was given an ordinary check book of eleven checks covering every dollar spent in 1952. Check #1 for over 700 million was drawn to the order of suppliers of materials and services. Second largest check for over 481 million covered employee wages and salaries.

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(Circle 332 for more information)

by Louis Wozar, General Manager, The Dayton Pump and Mfg. Co.

Before you bring out a new product "SELL" your employees

Employee education is an important factor in morale and productivity

On the basis of a recent experience of our company, I have developed an unwavering belief in the need for management to sell employees on each new product which the company produces.

Sales, advertising and public relations programs are essential, of course, for the success of a product. My belief, however, is that it is necessary to start first with production and office employees inside one's own plant.

Last April we put on a program to tell employees of the introduction of a new water system. It was so decisively successful that we started right away planning an open house for October, to sell employees *and* their families on the company and its products.

You are probably familiar with industrial open houses and their value. They are a valuable technique of management - employee - community relations. Certainly, for wives and children, they take away some of the mystery and lack of understanding and appreciation of the wage-earner's job, his boss and his machines.

How we "sold" employees

But the plant show in April, just for employees, was even more indicative of the lasting benefit of a direct attempt by management to enlist the increasing support of employees in a current or a new project.

After months of study and experimentation, we had developed the first truly convertible water pump in the industry, which we had named the Rapidayton Champion. Champion, in-

centally, was to be the key theme in our employee program.

The outstanding feature of the pump is that it can be converted from a shallow well to a deep well without an additional pump part. And—this was the unbeatable factor—it was introduced into the market at \$99.50, unique in the field.

So we had a sizzling new product at a good price. Our sales staff went into high gear and we expanded our advertising and public relations programs to hammer away at what was a "natural." But this time there was to be an addition to the procedure. One day when we were going over the promotion

plans, someone asked, "What about the employees?"

That started the ball rolling. We were amazed when a spot check showed that not one employee in ten knew about the Champion despite the months-long activity throughout the plant, not more than a score knew what it was designed to do, and even fewer knew how important the introduction of the pump was to everyone in the company.

With these sobering facts in mind, we got down to business in a hurry. The program we came up with was effective, from our point of view, because it was easy to execute and, above

One of the four-section charts used to explain the new pump.





On the day the product was introduced, all employees gathered at the production line.

all, personal. The program lasted about 45 minutes; it was held during the lunch hour and it cost less than \$1000.

How the program was handled

In advance, we had a letter written to our people at their homes informing them that we were going to have a small party during the lunch hour that day. They were asked not to bring their lunches or to eat outside.

The day came and the first thing that greeted them was a series of posters all over the plant, saying: "Meet the Champ at noon on —." Then, during the morning, an employee dressed like a boxer (gloves, trunks and all) appeared in every department. A sign on his back read: "Meet the Champion at noon today."

At 11:30, through a loudspeaker system, we began to broadcast music and news befitting a Champion: stirring marches, college fight songs and reports of sports events. This continued until 11:45 when we stopped work and asked all employees to gather at the new production line where the Champion pump was to be built. While they were doing this, a catering service provided each person with a box lunch and coffee.

As everybody approached the production line, box lunch in hand, they saw the boxing champ working out strenuously on the platform. He kept at it until I climbed in the "ring." It was fun. Everyone knew and enjoyed

it. I believe everyone felt that now something else besides fun was to happen. I couldn't "box" or perform. I could talk and I did.

Informally, I gave the background on the new Champion pump. It was a perfect time for a management message to employees and it certainly turned out that it was a perfect time for employees to be receptive to a management message.

This, briefly, is the story I told:

"Our goal was to produce a pump that could be purchased in a store for less than \$100. No other manufacturer has ever done that. Figuring backwards, we deducted the standard discounts which we and our competitors have to give wholesalers, distributors and retailers. That left us with the amount with which we had to build the new pump.

"There's only one way in the world in which we can build the Champion for this figure. We must be able to produce it in tremendous volume, with no waste and no substandard parts. That's the reason for this new production line, for this new machinery, for our recent expansion program.

"We must remember that the customer is the real boss in our business. He either buys our products or he doesn't. He'll buy if we give him outstanding value for his money. *That depends on what we do right here on this production line.*"

After my remarks, our General Sales Manager took over. He compared

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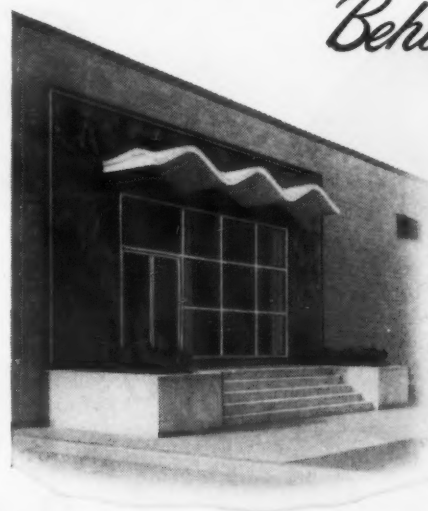


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(Circle 410 for more information)

the Champion with other pumps on the market, told how it would help to open the door to sell other pumps in our line and emphasized that we could sell only a quality pump in our highly competitive field.

Then the superintendent of the new production line, on the part of employees, accepted the responsibility of building the best possible pump.

To complete the job, the same afternoon we mailed to each employee's home a one-page letter reviewing the show and the reasons for it.

Our program to sell our employees first was quite successful. It broadened the horizon of their thinking about our competition and our customers. And it brought home to us the necessity of dealing with the men who make the products first on a warm personal basis rather than exclusively in the printed form. Needless to say, we are going to continue such programs.

Too often a workman learns of a company product or the acquisition of a large contract by reading his newspaper. He should know it *before* the newspaper does. He's the man at the machine and only high quality work there will produce a high quality product for the salesman to sell, the customer to use.

It's like the story of the navy gunner who was banging away, salvo after salvo, when an officer asked about the effectiveness of his marksmanship. "I don't know, sir," he replied, "they're leaving this end in fine style." m/m

"worth

Consumer influence on new products: Most consumers are not too effective in expressing what they would like to have, although their "gripes" about present products prove to be a good guide to bettering products as to operation and design. According to Raymond Loewy, it is valuable to have all possible information about the prospective market of a proposed product before putting the design on paper. Designers need to know about color preferences, regional market preferences, price possibilities, size requirements and other market specifications.

repeating"

methods

An employee publication

for the "big" company in the "small" town

Here's an inexpensive and effective way to publish a company newspaper

A company contemplating an employee publication is faced with the immediate problem of what the publication should be like—its physical make-up. Should it be a single sheet, a newspaper, or a magazine; should it be tabloid-size, large newspaper size or of some special or miniature dimensions? One of the most practical methods of establishing a company publication, avoiding all of the usually necessary prerequisites, is to include it as a part of your regular local newspaper. This plan immediately erases the problems concerned with distribution and printing production. Besides, it not only reaches a wider community audience, but probably will cost less than a comparable effort within your own plant.

The MEDALLION, publication of the Mooresville Mills, North Carolina, and the ROPER ROUND-UP, publication of the George D. Roper Corporation of Illinois, are both excellent examples of the "advertisement" type publications. Both serve as examples of worth-while company expenditures (see MANAGEMENT METHODS, February, 1954, "How to get your money's worth from your company publication"). Their entire conception of distribution and community relations may serve as stimulation in regard to the establishment of your own paper and its potential worth.

How the plan works at Mooresville

At Mooresville Mills, they buy (at regular advertising rates of \$75 per

page) two center pages each week, fifty-two weeks each year, in the Mooresville Tribune. The Tribune is a weekly community newspaper and the only one published in this city of about 10,000 persons. These two pages are devoted entirely to pictures, activities and stories about employees.

A survey was made at the outset, in which the 3,000 employee names on the company payroll were checked against the circulation list of the Tribune. More than 90% of the employees were found to be regular subscribers to the Tribune; this disclosure eliminated practically all distribution problems.

Copies of the MEDALLION pages, each day before publication date of the Tribune, are posted on bulletin



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Old records a mess? Files impossible to find?—Then it's time to call in Record Controls, a professional service that organizes current and storage filing systems, reduces costs, and saves hours of valuable time for both executive and clerical help. Record Controls is a nationally-known, skilled organization with some 30 years of experience, and hundreds of satisfied clients. Record Controls does not sell equipment or supplies, and does "on the spot" training of your own personnel.

Write for free copy of July-August "Record Trends" containing questionnaire for evaluating your files.

RECORD CONTROLS, INC.
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HOW TO FIND THE FACTS ...when you want them



VICTOR BOOK VISIBLE

Nothing adds so much to your own personal efficiency as having all the facts in any record at your fingertips. With Victor Book Visible up to 118 record items can be reviewed at a glance. No matter what the record, Book Visible gives you surer, faster control... saves you time and money. See it at your stationer's today!

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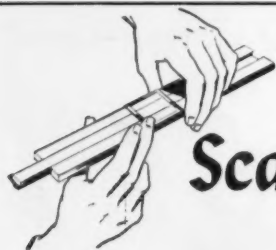
Every advantage of Book Visible is combined with the capacity to grow, section by section, in Victor Sectional Visible. Sections stack rigidly to any convenient height. You buy only what you need when you need it. Ask your stationer for a demonstration.



VICTOR SAFE & EQUIPMENT PRODUCTS

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Scale down your costs!

Cut down on mailing costs! No slide rule needed... just a PB precision mailing scale. Even in a small office, overpayment of postage on just a dozen letters a day, may amount to nearly \$100 a year. Inaccurate scales lead to overpayment of postage, wasting money... or to underpayment, resulting in embarrassing "postage dues." The automatic pendulum mechanism of a PB scale combines fast action and lasting accuracy. Ounce graduations on the chart, widely spaced, make easy reading... save time and postage! Four models for all kinds of mail, including parcel post. Ask the nearest Pitney-Bowes office for a demonstration — or write for the free, illustrated booklet.

FREE: Handy chart of Postal Rates with parcel post map and zone finder.

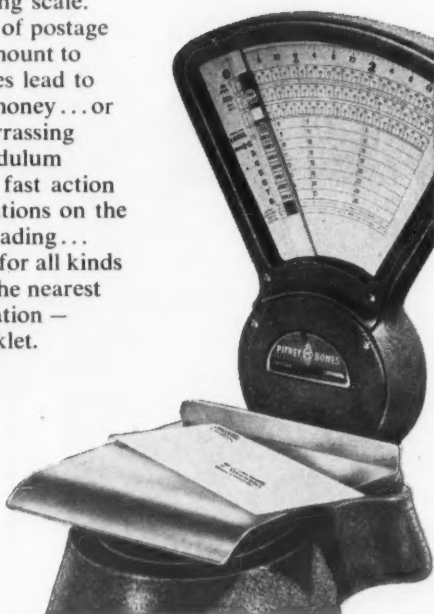


**PITNEY-BOWES
Mailing Scales**

PITNEY-BOWES, INC.
4559 Pacific St., Stamford, Conn.

Originators of the postage meter
... offices in 93 cities

(Circle 343 for more information)



boards throughout the plant. This is done especially for those who commute to work from larger cities and who possibly do not purchase the Tribune.

In another of their plants, some 18 miles from Mooresville, the MEDALLION is made available to the 250 employees at no cost. This is done since they feel they could hardly ask these people in a town which has two dailies to buy the Mooresville weekly. Regular stories, with pictures, about these "out-of-town" employees are used and there is a big demand for the paper.

The editorial content has been clearly and simply summed up by Paul Caldwell, former public relation director and editor: "In our publication we steer clear of weekly messages from top management, but do try to keep our employees informed about policies, new market trends, new personnel and sales offices at New York, Chicago and Los Angeles. Actually, we try to give our readers something they would not find in the regular weekly Tribune. This, of course, is a challenge to us. We capitalize on photos especially, since the Tribune uses few local pictures.

"We try as hard as possible to stick with a feature until this source of material is no longer available. For instance, we have just finished introducing sales office personnel and supervisors, one each week, to our employees. Publishing a two-column picture with a feature story about our loyal old-timers who have been here 25 years or more has been a regular feature for four years.

"We here at Mooresville feel that we have achieved a great deal with our paper, since the Mill and the community are so closely related. Now in its fourth year, the MEDALLION has met with great success."

How the MEDALLION rates

Three different issues of the MEDALLION were examined and a complete study made of its features and make-up. We wanted to see how much space was devoted to the various features. We could then make a comparison with the national survey (quoted in the February, 1954, article) to see if the MEDALLION, which has a good readership and wide acceptance, shows a correlation with the types of

Ask your printer
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COUPON:

Bond, Onion Skin

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Bond, Onion Skin

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TROJAN:

Bond, Bond Opaque,
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Bond, Onion Skin,
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TYPE-ERASE:

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TYPEWRITER
PAPERS



Free!

Test Kit of Eagle-A Office Papers
and unique Letter Placement Guide for
improving appearance of your letters.
Write on your letterhead to Dept. C,
AMERICAN WRITING PAPER CORPORATION
HOLYOKE, MASSACHUSETTS

(Circle 304 for more information)

features which were shown to be most popular in the national study.

**Type of Feature Average % Space
Per Issue**

Pictorial Spreads	23%
Editorials (unsigned)	12%
Company News	7%
Moor Musings (small talk)	6%
Inspirational Column	6%
Miscellaneous News and Gossip	6%
"Old-Timers" Profiles	5%
Horoscopes	5%
Birthday Announcements	4%
Community News	4%
Company Product Publicity	4%
Health	4%
Cartoons	3%
Do You Remember? (reprint column)	3%
Golden Agers (old folks) News	3%
Departmental News	2%
Obituary	2%
Sports	1%

Our survey revealed that the MEDALLION carries the *variety* of features shown to be most popular in the national survey. However, with the exception of pictorial spreads, there is little correlation between the amount of space devoted to a feature and its degree of popularity. Since the MEDALLION has been well accepted by its readers, perhaps there is no pat formula in determining the make-up of a publication.

As long as the ingredients are known, it is up to the individual editor to determine the amounts of each feature which best suits his particular readers. Local habits, mores and conditions can greatly influence how much interest a particular thing has in an area.

Similar results at Roper

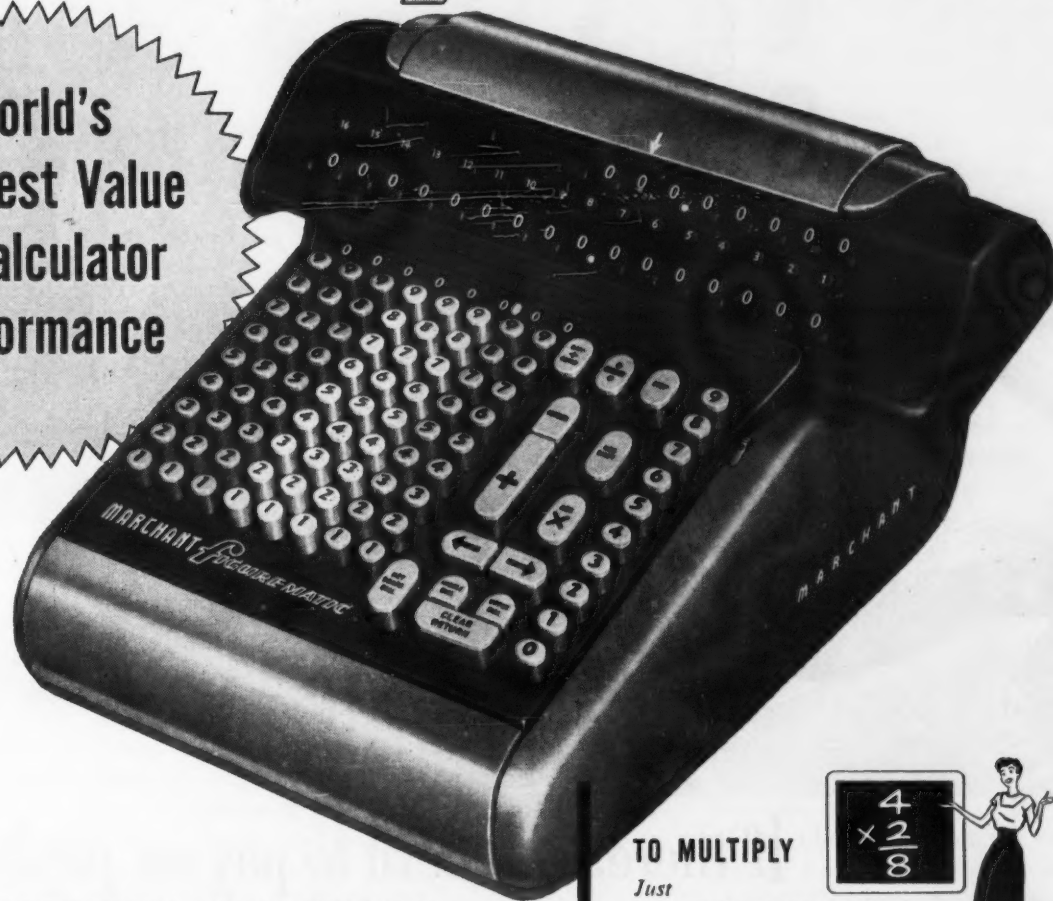
Each month the Roper Corporation publishes an employee activities report in the Rockford, Illinois, newspapers under the title, ROPER ROUND-UP.

The program is now in its second year and has proved both popular and successful. The company is well pleased since it feels that the use of the newspaper enables them to reach not only their own employees and families, but the vast majority of their neighbors in the area. They feel confident that company activities are of interest to the community as a whole.

The reaction among employees and throughout the community has been

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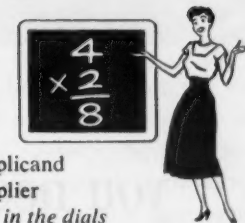
A "ONE-TWO" OPERATION IN AUTOMATIC MULTIPLICATION AND DIVISION

MARCHANT'S new FIGUREMATIC is the only calculator in its price range that brings you this automatic "one-two" operation in both multiplication and division, with automatic carriage control as well. After brief instruction anyone in your office can operate a FIGUREMATIC efficiently. Call the local MARCHANT MAN for a time-test on your own work. You'll discover that for fast, simple, accurate operation...

TO MULTIPLY

Just

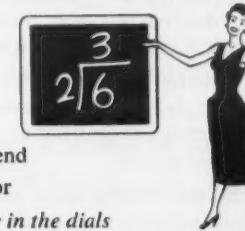
1. Enter the multiplicand
 2. Enter the multiplier
- Read your answer in the dials



TO DIVIDE

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1. Enter the dividend
 2. Enter the divisor
- Read your answer in the dials



Any way you figure — IT'S MARCHANT!

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Find out how a MARCHANT calculator will help cut your figurework costs and lighten your figuring burden. Mail this coupon with your business letterhead for free...

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MARCHANT CALCULATORS, INC., OAKLAND 8, CALIFORNIA

D-9

(Circle 329 for more information)



If there's the devil to pay on payday you need the McBee Payroll Poster

With all the new deductions, getting out the payroll can be a devilish business. Your simplest, speediest, most economical way to do the job is with McBee Payroll Poster.

Whether you have 30 employees or 3,000, the Payroll Poster gives you a complete record for each employee — from check to journal to employee's record card — *all in a single writing.*

By telescoping three steps into one, the Payroll Poster saves time and reduces the possibilities of error. You don't need specially trained operators — your present personnel

can use the Payroll Poster. All checks and forms are custom-fitted to your requirements.

Ask the McBee man near you to give you a simple demonstration of the system so many firms in every kind of business are using to speed today's complex payroll work. For more details, mail the coupon below.

McBee Payroll Poster reels off payrolls for companies like these: Certain-teed Products Corporation • The Sherwin-Williams Company • Kaiser Aluminum & Chemical Corporation • Stokely-Van Camp, Inc. • Philip Morris

\$39⁵⁰ is all you pay for the McBee Payroll Poster. Forms, in stock or printed to your order, are extra.



THE McBEE COMPANY

Makers of Keysort® Punch-Cards, Machines and Equipment
Division of Royal McBee Corporation
295 Madison Ave., New York 17, N. Y. Offices in principal cities
The McBee Company, Ltd., 179 Bartley Drive, Toronto 16, Ont.

(Circle 418 for more information)

MAIL THIS COUPON TODAY

MM-9-54

THE McBEE COMPANY
295 Madison Avenue, New York 17, New York

Please rush me free brochure explaining McBee Payroll Poster.

Name _____

Firm _____ No. of Employees _____

Address _____

City _____ Zone _____ State _____

The "small" company in a "big" town: Specially prepared editions of the Toledo Trust Company's quarterly employee publication now appear as regular advertisements in two daily newspapers in Toledo, Ohio. The first edition was introduced to the readers with the following: "Someone pointed out that perhaps friends and neighbors of our 500 employees might also be interested in hearing about our activities. That's why we're sending you a little bit of Toledo Trust from behind the scenes at our bank in special newspapers like this."

The Bank feels that this ad format is an excellent means of giving a very wide segment of the public a clearer understanding of banking functions and of reporting interesting news about employees. The dailies reach more than 200,000 readers in the area.

excellent and specific accomplishments, such as the recruitment of new employees, show the program's soundness.

For their purposes, Roper considers the newspaper technique far superior to the regular type company publication. They also feel that the unit cost of an employee paper of distinctly limited circulation would be too much.

The ROPER ROUND-UP consists of about 65% photographs and 35% text material. An average page might contain as many as 20 photographs. The picture story is, of course, the favorite technique. Employee names are liberally spotted throughout the lengthy captions beneath each photo.

Its physical format and content seem to stress the community appeal rather than an internal company approach. It does, however, function as the company newspaper, successful both editorially and economically. m/m

"worth

A musical lift: The Washington, D. C., Statler Hotel installed a special sound system in their elevators. The idea is to create a particularly pleasant atmosphere by maintaining a soft, melodic background. The music is occasionally interspersed with professionally produced musical commercials plugging hotel features.

repeating"

methods

design form

Freight bill-label combination saves \$3000 yearly

A cleverly designed form simplifies addressing shipments

A new bill of lading-labeling system has resulted in a cash saving of over \$3,000 a year for the Permacel Tape Corporation, plus the additional savings of time and labor in operations.

The new system resulted from a study made to determine a better method of preparing cases of finished goods for shipment in order to reduce costs and improve customer service.

The firm formerly stenciled addresses on the cases. This required the full-time services of one employee for cutting, filing and locating stencils. It also was a time-consuming task for stock handlers to stencil all of the addresses onto the cases.

The study revealed the following:

1. Preprinted labels already used

on stock shipments to the seven branch warehouses required less work and time for application than was needed to stencil all of the customer orders.

2. Tests conducted by the company's industrial engineering department showed that ungummed labels applied and coated with glue were secure, were protected from water and did not smear.

3. The bulk of shipments received from other companies were labeled and not stenciled.

4. Addressing machines were not suited to their operations because plates were too expensive for use on a one-time basis. In addition, the time for making plates, running them through the machine and fil-

ing them was approximately as long as the old stenciling method.

The new system was developed to fulfill their specific needs. Labels, supplied interleaved with one-time carbon and with a full pasted $\frac{3}{4}$ " stub to permit easy carbon extraction, are used with a re-designed bill of lading to provide a combination of single multi-part form utility with variable part convenience.

The typist now merely counts off the required number of labels, removes them from the pad as a unit and inserts them behind the bill of lading in the typewriter. In preparing the bill of lading, the typist automatically produces the exact number of labels required. At least ten clear copies (4 B/L and 6 Labels or 10 Labels) can be

produced at one writing on a standard typewriter.

An analysis of the company's freight shipments over a base period revealed that 70% of the shipments were for six or fewer cases. Shipments of seven to sixteen cases accounted for another 17.5%. The analysis further indicated that by taking into consideration all shipments up to 106 cases, covering 98.67% of all shipments, only 30 minutes a day would be added to the bill of lading work load, while one full-time employee would be released for other duties. And, stenciling time of several stock handlers is eliminated.

The remaining 1.33% of the shipments are for customers who purchase frequently and in large quantities. For these customers, preprinted labels are stocked by the shipping department.

In re-designing the bill of lading, it was reduced from an $8\frac{1}{2}$ " x $8\frac{1}{2}$ " form to $8\frac{1}{2}$ " x 7", by taking advantage of correct typewriter spacing and streamlined form design. Items most frequently shipped are at the top of the listing and opposite each other so that flow of work is constantly from left to right. An added feature is the window envelope arrangement of the addressee block. The savings on the cost of the Bill of Lading form alone amount to over \$647 a year, figured on the base period. The total cash savings computed on an annual basis are:

Annual cost—old stencil method	\$3,663.55
Annual cost—new label system	866.50
Savings on labels	\$2,797.05
Savings on new Bill of Lading	647.40
Total Cash Savings	\$3,444.45

Among the many advantages of the new system are:

Two form writings are combined into one while retaining the advantages of variable number of parts.

Costs are reduced. In this case annual cash savings exceed \$3,000 and an additional saving of time and labor was effected.

Customer service was improved as a result of shipments being made without delay.

By use of an attractive design, the label can become an advertising piece. m/m



Label above is inserted in typewriter with the bill of lading (right) in the position indicated by the color box. Interleaved with one-time carbons, they permit preparation of both with one writing.



PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also chances for Errors.

Paycheck "Outlook" Envelopes are absolutely opaque. Essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.



Send for Samples and Prices Today

OUTLOOK ENVELOPE CO., Est. 1902

Originators of "Outlook" Envelopes
1001 W. Washington Blvd., Chicago 7, Illinois

(Circle 337 for more information)

"DRAG 'EM ON THE BOTTOM"
with old-style filing folders
OR—
"GLIDE 'EM AT THE TOP" with

Oxford PENDAFLEX®
HANGING FOLDERS

Oxford Filing Supply Co., Inc.
88 Clinton Road, Garden City, N. Y.
Please send free Pendaflex catalog to

NAME _____
STREET _____
CITY _____

(Circle 338 for more information)

Dramatized Drafting

Where the scale model leaves off

the artist's airbrush

offers a low cost solution

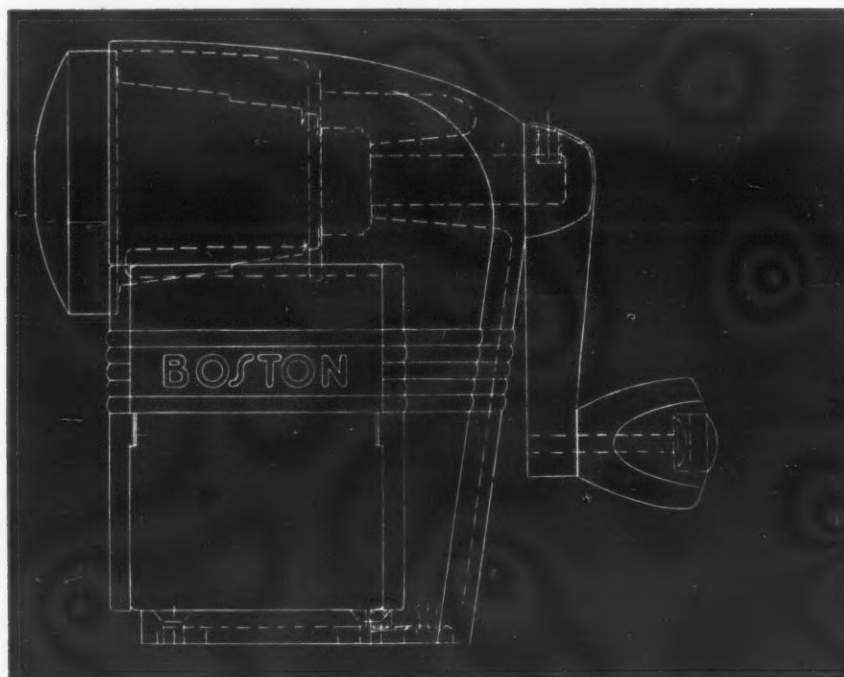
by Henri A. Fluchere

Editor's Note: While three-dimensional scale models are most desirable in visualizing and developing new products and construction (see *Management METHODS*, April 1954), they are relatively expensive and time-consuming to prepare. A faster and less expensive alternative — "dramatized drafting" — is described in this article.

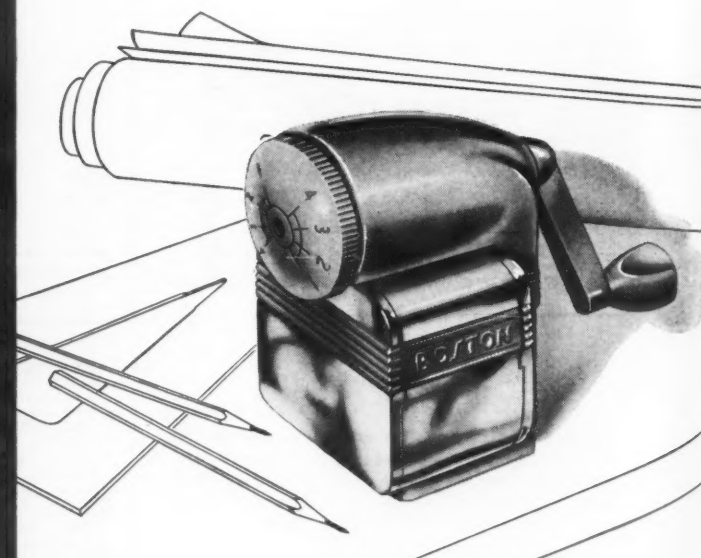
Dramatized drafting is basically nothing more than an artist's translation of a confusing blueprint into an easily visualized three-dimensional "photo." But it's more than a mere sketch. Like the mock-up or model, it faithfully reproduces a finished product exactly as it will look to a camera. Moreover, it does things the camera can't do, for it can literally "X-ray" a product when it's important to demonstrate what goes on under the surface.

Let's take a very elementary example. A manufacturer of home electric appliances orders his designers to re-style his line of kitchen products. The original designer's sketches may be readily understood by other technicians. These people are accustomed to reading blueprints. But the Sales

BELOW, LEFT: This simplified blueprint of a pencil sharpener is a portion of a master blueprint showing many views. To a sales executive or an advertising manager, it shows little in the way of appearance.



BELOW, RIGHT: This air-brush rendering of a pencil sharpener is photographic in its details. It is accurate enough to be used for the Engineering Department, as well as for sales and advertising.



methods

Manager and his superiors have extreme difficulty in visualizing the end product. Yet, this is the stage where their specialized knowledge of the market should be of invaluable help in producing a better-selling design.

Because of this, the designing department usually prepares elaborate models which are then presented for discussion. When changes are made following such discussions, the models are usually of no further use and often must be made again.

There are cases, of course, when the cost of a scale model is completely justified. There are many instances, however, when a realistic, full-color, airbrush rendering of the kitchen appliances would have been just as effective. Moreover, changes suggested by the Sales Department could then have been quickly re-rendered for re-submission in a relatively short time.

Life-like realism

Few businessmen appreciate the literal quality of the airbrush in a competent artist's hands. More often than not, they cannot be identified as art work.

But dramatized drafting is much

more than an effective substitute for model-making. It can take the eye where a camera could never reach—for example, under the surface into the inner workings of a product or mechanism. Here the object can be shown in various views—completely assembled, partially disassembled, completely exploded, partially transparent, or in any other way which will best explain its functions or emphasize special features. Moreover, if the problem is one of sales appeal, various color combinations can be superimposed on the basic design using transparent overlays. And, if motion is a part of the story, color may again be of help in visualizing the action of the component parts.

These latter features of product illustration are valuable for production studies, the training of assembly workers, illustrating instruction manuals for maintenance and even for advertising illustrations.

The examples used to illustrate this article are but a few of the possible applications of "dramatized drafting." They speak for themselves. This method, though not a panacea for all visualization, is still the best answer in many cases where speed and cost are critical factors. m/m



THE INSERT PHOTO shows an aerial view of a slum area soon to be replaced by a new housing development. **THE PHOTO BELOW** shows an airbrush drawing of the planned buildings in the actual site.

How to **SAVE MONEY** and **TIME** where you'd least expect it



REVO-FILE gives girl finger-tip control over thousands of cards from sitting position. Records come to the clerk. Saves lost time, motion.

"Like getting 60 hours work in a 40-hour week," say office managers who've changed from old-fashioned card files to modern Revo-Files.

YOU MAY NOT have realized it, but old-fashioned drawer and tub files actually "rob" a firm of time and efficiency. They wear out clerks, cause tension, errors, lost motion. All of which raises your operating costs. A simple change to modern Revo-Files stops these losses. No costly transposition job is necessary. You

use the same cards you have now. But what a difference!

Each Revo-File brings thousands of cards under finger-tip control. Eliminates lost time, motion, energy. Clerks use it from an easy sitting position. It's compact. Mobile. Takes only a fraction of the space you're using, now. If you have 3,000 or more active cards, being used for continuous reference and posting, it will pay you to check on Revo-File, today. Mail coupon, now, for full details!

Why Revo-File is the world's finest rotary file:

- Uses your present records. No costly changeover.
- Takes less floor space.
- Increases production.
- Reduces overhead.
- Cannot lose or damage records.
- Makes "in-out" filing faster.
- Mobile—move it where needed.
- Available in manual, automatic electric selection, and "high-boy" models. Accommodates all standard card sizes.

revo-file

Another fine product of **The Mosler Safe Company**

MAIL COUPON FOR FREE ILLUSTRATED FOLDER!

Revo-File Division
The Mosler Safe Company, Dep't MM-9, 320 Fifth Avenue, New York 1, N. Y.
Please send me your free, illustrated folder giving details on Revo-File, world's finest rotary card file.

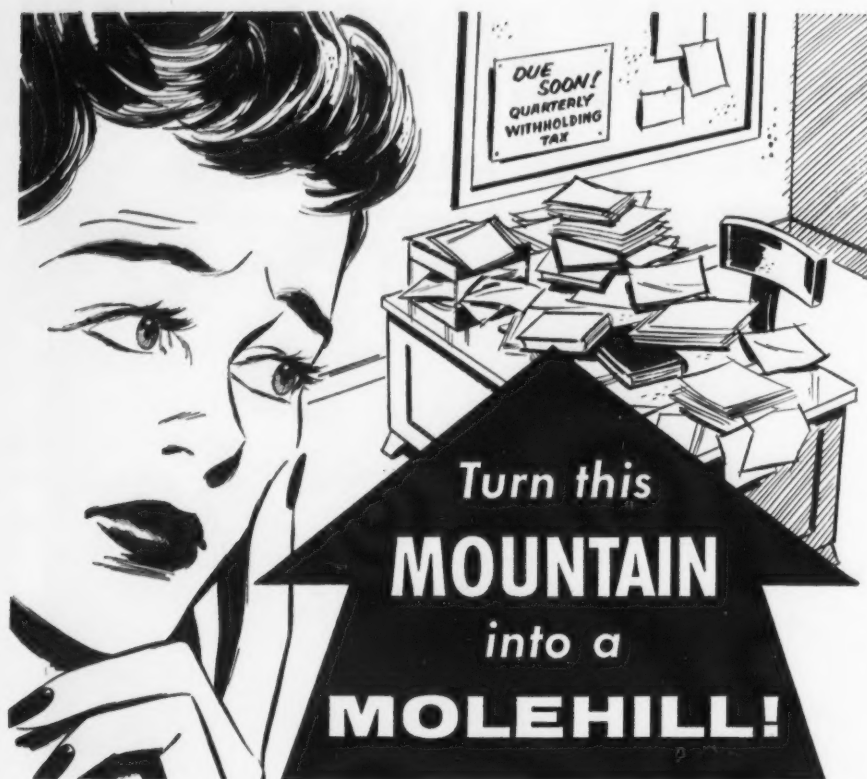
NAME..... POSITION.....

FIRM NAME.....

ADDRESS.....

CITY..... ZONE..... STATE.....

(Circle 336 for more information)



Put the Todd **FORM-MASTER** System to work on your payroll records

It's easy to see what's causing all the confusion in this bookkeeping department! It's those dreaded quarterly tax reports. They mean overwork, overtime, more overhead. They must be ready on time or else...

Why not take steps right now to prevent a repeat performance of this scene next January?

It's as simple as this:

Put the Todd FORM-MASTER System in operation in your office. With it, any clerk or bookkeeper can prepare your quarterly tax reports without tying up the individual employee earning records and without costly overtime. It changes a major accounting task to a minor bookkeeping operation.

If you haven't already asked for details about the Todd FORM-MASTER System, mail coupon now. There's no time to lose.

THE TODD COMPANY, Inc., Rochester 3, N. Y., Dept. MM

Gentlemen: I'm interested in learning how the Todd FORM-MASTER System can help us prepare quarterly payroll tax reports. Please have your representative contact me for a demonstration—without obligation on my part.

Your Name _____

Company _____

Address _____

Phone Number _____



ROCHESTER NEW YORK
SALES OFFICES IN PRINCIPAL CITIES

MM-9-54

DISTRIBUTORS THROUGHOUT THE WORLD
(Circle 354 for more information)

thought starters

Thought Starters deal with a "practical solution to a management problem." The Editor invites contributions—which are paid for at our normal space rates.

INSURANCE

thought starter

Life insurance assures credit payments in case of death

The "Insured Payment Plan," in effect at the Hess Bros. Department Store in Pennsylvania, insures complete payment of the unpaid balance on credit accounts in the event of the death of the insured customer. The insurance is made available to customers at a nominal rate of \$1 per year per \$100 of unpaid balance. The insurance firm to date (after 18 months in operation) has been called on to pay 46 claims totaling about \$8,250. Insured accounts which were charged off after the death of the wage earners ranged from \$8.96 to more than \$1,000. No physical examination is necessary to insure the balance of a customer's account, as long as he is between the ages of 18-65, only limitation is on the age of the insured.

ACCOUNTING

thought starter

Simplified hand-posted accounts receivable plan

Here is a combination of new and old ideas that is resulting in simple

and efficient accounts receivable operations for a firm which has relatively few accounts.

The accounts receivable ledger card illustrated carries a "master" addressing patch. The card is delivered with the patch blank and the customer's name is imprinted in *reproducing* form on the patch, in a few seconds, on any office typewriter. By use of the addressing device, this master address can be imprinted on statements, envelopes, delinquency notices, etc., in four to six seconds, accurately and neatly. The master will provide a minimum of 100 reproductions.

Statements are printed (with a one-time carbon affixed to the back) to register with the ledger form. Entries are made to the statement and *through to the ledger simultaneously* with a ball point pen. Ledger and statement are filed together in vertical visible trays, assuring instant location of any desired account for reference or posting. Delinquencies and the extent of delinquency are signalled in the visible

This flap is folded back over left edge of ledger to guide statement over ledger.

STATEMENT					
Telephone Bk. 9-2202 (24 Hours)					
WHITE MEADOW PETROLEUM, INC.					
ROCKAWAY, NEW JERSEY					
— FUEL OIL —					
Chrysler Airtemp Winter and Summer Air Conditioning					
SALES AND SERVICE					
TERMS: NET THIRTY DAYS - NO CREDIT DELIVERED ON PAID DUE BALANCE					
DATE	INVOICE NO.	ITEM	CHARGES	CREDITS	BALANCE
			PAID DUE BALANCE		
WHITE MEADOW PETROLEUM, INC.					
SALES OFFICES IN PRINCIPAL CITIES					
Perforated					

An x is entered in this column opposite each balance to facilitate line up of ledger and statement for next posting

ACCOUNTS RECEIVABLE AND COLLECTION CONTROL SYSTEM				
DATE	REFERENCE	DEBITS	CREDITS	BALANCE
BALANCE FORWARDED				
John D. Doremi 1050 Centre St. Rockaway, N. J.				
Patch				
Doremi, John D.				
An x is entered in this column opposite each balance to facilitate line up of ledger and statement for next posting				
Perforated				

margin, permitting a fast review for collection action. Statements are simply folded into window envelopes at the end of the month, eliminating the "job" of statement preparation. This simple manual system has saved an average of one week's work per month for the user who sends out six to eight hundred statements. It is being used successfully by firms with from fifty to fifteen hundred accounts.

For more information, circle number 394 on the Reader Service Card.

TRAINING

thought *starter*

Penmanship, numbers-recognition course shows results

C. L. Scheetz
Training Director, Industrial Div.
Minneapolis-Honeywell Regulator Co.
Philadelphia, Pa.

Employees attending our pilot course in an extensive penmanship tutoring program markedly improved their speed, accuracy and legibility in seeing and recording numbers. There was an average increase of 20% in the speed of recognition of numbers, plus a 9% improvement in accuracy and a 6% gain in the legibility of the handwriting itself. Nearly 40 employees attended the initial seven-week sessions.

The penmanship program, believed to be one of the few of its kind in industry, dealt primarily with number formation. Countless mistakes are made daily by clerical and supervisory personnel in the copying and posting of the hundreds of numbers that form the basis for work reports and other statistical accounts. Since many of these mistakes are copying and reading errors, our purpose is to minimize these errors by sharpening up the employees' handwriting and numbers-recognition skills.

Before the program started, the employees could see and copy down a series of 10 numbers each with 4 to 6 digits, with 80% accuracy at a speed of 1/10 of a second per number. At the end of the first program, they were able to maintain their accuracy but increased their speed of recognition to 1/100 of a second per number.

The improvements in coordination between eye, hand and brain have re-

REYNOLDS & REYNOLDS
Precision-made
**ACCOUNTING
MACHINE
FORMS
FOR ALL**

ACCOUNTING MACHINES

Yes, *Precision-made Accounting Machine Forms* are an important team mate to your precision made Accounting Machines. To obtain maximum accounting efficiency you must use quality forms . . . forms that are carefully produced to fulfill your individual requirements, forms that register perfectly, and forms that are printed on the proper paper stock to withstand handling and yet give perfectly legible copies.

Team-up Reynolds & Reynolds *Precision-made Accounting Machine Forms* with your Accounting Machine for greatest accounting efficiency.

WRITE TODAY FOR COMPLETE INFORMATION!

THE REYNOLDS & REYNOLDS COMPANY

BUSINESS FORMS SINCE 1866

PLANTS: DAYTON, OHIO; CELINA, OHIO; DALLAS, TEXAS; LOS ANGELES, CALIF.

OFFICES IN MOST PRINCIPAL CITIES

(Circle 346 for more information)

(Advertisement)

An 'employee' not on the payroll



made 3 forms do the job better than 5

A CREDIT BUREAU WANTED ITS COLLECTION PROCEDURE SIMPLIFIED AND THE MAN FROM MOORE HELPED WORK OUT A SYSTEM THAT DID SUCH A GOOD JOB THEY THOUGHT OF HIM AS AN 'EMPLOYEE' NOT ON THE PAYROLL



The Case of the Writer's Cramp—There was plenty of writing, with 5 separate forms needed to set up every new account, such as . . . Account Jacket, Credit Acknowledgment, Debtor's Credit File Card, Creditor's Record Card, Letter to Debtor. Besides this

labor, each collection that was made demanded 2 separate entries. With such a heavy load on the staff, and errors in transcribing occurring all the time, the system stumbled over itself. Efficiency—which the operation had to have to be successful—was lacking. And then...

How the System got Simple

with 3 MOORE FORMS taking the place of 5



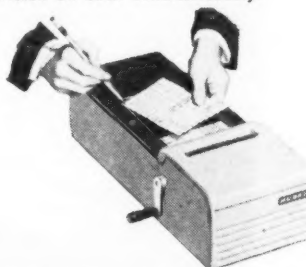
1 typing sets up an account

on a 4-part Moore Speediset which contains a Ledger Card, Acknowledgment to Client, Debtor's and Creditor's File Cards. A simple typing operation that sets the account in motion.



A register form records payments

The Ledger Card, pulled from file, is held in position over this Register form. An entry is then hand-written on both simultaneously.



Part 1 is a receipt which goes to the debtor. Part 3, a Control copy, is refolded in the register. Part 2 is the important Cash copy. It's used, at month's end, to compute total collections that were made during the month.

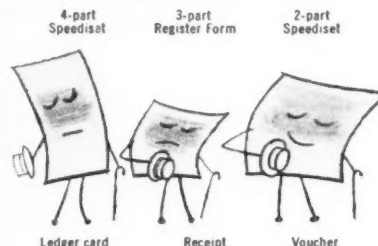


A voucher pays the client



The client also gets the Cash copies just mentioned, the month's total receipts in the collector's original handwriting. It's a firsthand record of all collections.

Moore forms take a bow!



The 3 specially designed forms dovetail into a smooth-working collection system. Everybody likes it better.


Savings and Gains: In practice this has proved to be a simple, straightforward system that is easy for the staff to understand and operate. Writing has been cut to a minimum and, with it, transcription errors. Clerical costs are also down, 50% by estimate. This was a case where a Moore representative stepped into a confused picture and, with plenty of facilities behind him, worked out a solution like

(Circle 334 for more information)

a good 'employee.' When you have a situation needing a fresh viewpoint, you might call in the Moore man any time you think he could help. Meanwhile, ask the company to send samples of improvement in your field. There is no obligation involved, of course. Drop a line to Moore Business Forms, Inc., at Niagara Falls, N. Y., Denton, Tex. or Emeryville, Calif.

sulted not only in improved production and efficiency, but also in minimizing office fatigue.

INVENTORY

thought  starter

Supermarket stock control saves money, speeds service

A giant, self-service "supermarket" for issuing some 25,000 different kinds of aircraft parts to production workers was installed recently at Lockheed Aircraft Corporation. The idea will save them a quarter-million dollars the first year. Savings include a 25% reduction in floor service and stock control personnel and 60,000 square feet less floor space.

Aircraft parts travel from final fabrication points through a central distributing area and into some 1,000 bins and racks. These are located within a few feet—often within arm's length—of where workers actually install the



parts in airplanes. This saves thousands of steps and hours of time. When a worker needs a part, he merely reaches for it, without leaving his work station.

Experiments on the system were started a year ago on a pilot basis. Its immediate success, plus the ease with which the plan can be set up, has led to a decision to extend the idea to sub-assembly departments, which will bring more savings in operational costs.

Unexpected advantages included the elimination of a lot of paper work because parts flow automatically from

methods

fabrication to user. Inspection time in rejecting parts is also shortened. Major credit for success of the program is given to the production workers who have accepted responsibility for keeping up with the valuable parts.

Acting as a "cash register" on the self-service bins, are "shortage forecasts" which are made out weekly for each bin. These serve also as an inventory and, combined with "parts inventory control lists," make it unnecessary to keep elaborate card filing systems.

One extra benefit is that aircraft parts go straight from "factory to consumer." An aircraft item is routed directly from the spot in the plant where manufacture is finished to the point where it is installed by an air crafter in the airplane. This eliminates triple and quadruple handling of the item, which is usual in conventional stock control systems where parts are held in storage and then issued piecemeal to production departments.

ADVERTISING *thought starter*

Recorded messages effective in direct mail campaigns

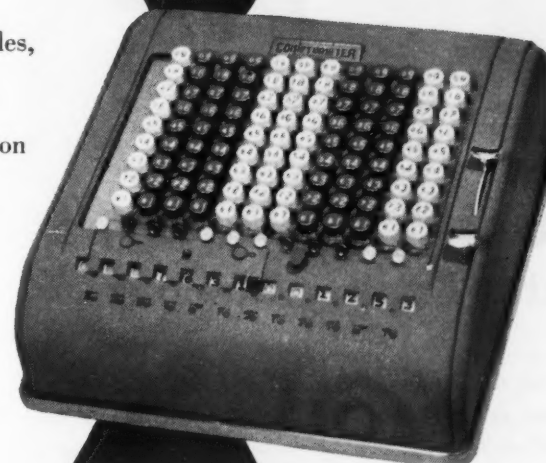
According to surveys conducted by major direct mail advertisers, 96% of the recipients of a recorded sales message will play and keep the record, in contrast with only 43% who will read a printed sales message.

The acceptance of this technique of advertising is so widespread and its use has proven so effective that the Direct Mail Advertising Association has joined with a major recording firm to study new techniques and develop a standardized procedure in making advertising records.

In the course of their investigations, they have found that recorded messages are taking the place of printed matter in three major categories—first, in contacting salesmen with "news from the home office," statistics, promotional material, aids to selling and information about the "new line," second, in transmitting messages from corporation management to the stockholders. These messages have traditionally been dull and lengthy printed matter. However, in order to make an effective re-

New, unique! A standard full-keyboard adding-calculator that becomes two machines with the flick of a finger—*calculates* on one side, *accumulates* on the other. Speeds payrolls, payables, sales and cost analyses, and many other applications. All this—plus 3-way Error Control, Direct Action and Floating Touch. Call the Comptometer representative.

Electric and non-electric models



TWO MACHINES IN ONE!

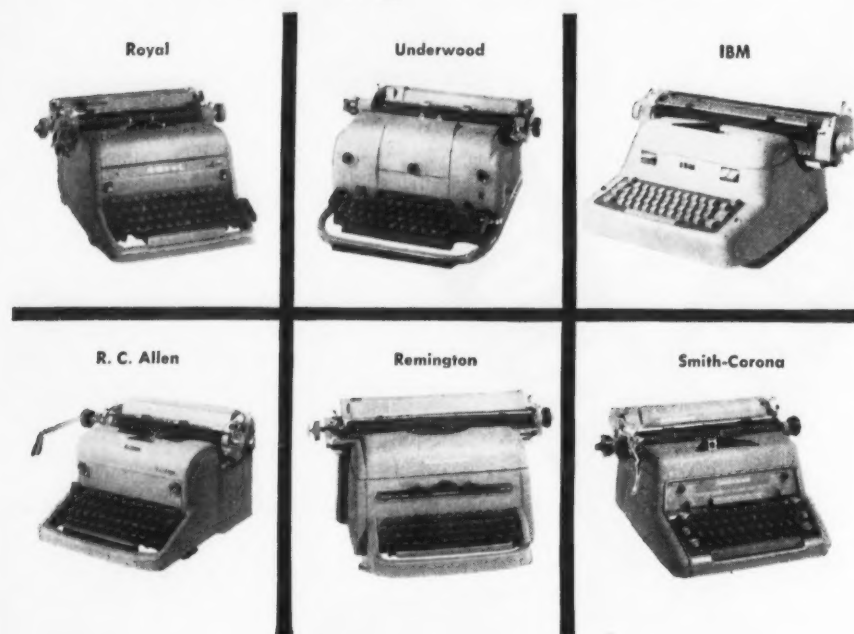
DUAL-ACTION COMPTOMETER



COMPTOMETER ADDING-CALCULATING MACHINES are made by Felt & Tarrant Manufacturing Co., and are sold exclusively by its Comptometer Division, 1712 North Paulina St., Chicago 22, Illinois. Offices in principal U. S. cities and throughout the world.

(Circle 317 for more information)

If you own any of these Typewriters...



Auto-typist can turn it into an Automatic Typing Machine



Models for Every Size Office
Six models are available to fit particular correspondence needs.

The Auto-typist will turn any office typewriter into an automatic letter-writing instrument. It will enable a typist to turn out 100-125 average-sized letters a day per unit. One operator can easily handle four or five Auto-typist units.

Automatic typing will slash your office correspondence costs. With well over half of business letter volume falling into the routine category, the Auto-typist method of precomposed letters or paragraphs offers a definite saving to every cost-conscious organization.

World's Largest Manufacturer of Pneumatic Typing Machines

write today

for Information About Automatic Typing, and How It's Used Today



American Automatic Typewriter Company
Dept. M-9, 614 N. Carpenter Street
Chicago 22, Illinois

Name _____

Company & Title _____

Address _____

City _____ Zone _____ State _____

(Circle 416 for more information)

ording the material must be simple and direct. Therefore, more interesting stock reports are now reaching more interested stockholders through the use of recordings. The third, and probably most widespread use, is in sending advertising messages to customers or potential customers. Recordings used for this purpose have shown an exceptionally high percentage of returns.

In order to increase the interest in the record for the recipient, one company now features a record with a sales message on one side and a popular song by a "name" band or artist on the other. Miniature records are also being made that will double as coasters for beer or cocktail glasses.

FINANCE

thought *starter*

Air conditioning rental plan offers many advantages

Rental plans for large air conditioning and heating installations have become increasingly popular due to a growing desire to avoid unnecessary capital expenditures.

Take a case where a \$100,000 air conditioning system is under consideration. The business firm must earn at least \$166,000 *after taxes* in order to cover the air conditioning investment. Contrasted to this, the same air conditioning system can be installed and maintained on a rental plan, in the New York area, for \$40,000 annual operating charge *before taxes*, over a five-year period.

This means that a company can have an air conditioning installation without penalizing its future earnings. They can have maintenance service for five years or for a longer period of time, as they choose; this plan also permits the company to take over complete ownership if they so desire.

In the current competitive market on building space, the difference between the low rental rates for non-air conditioned space and the rates for air conditioned buildings will pay the entire cost of new leased air conditioning installations and show the owner as much as 50% increase in his income over the cost of the rented equipment.

At the end of five years, the rental

NOW!

Quickly, Easily, Effectively Destroy confidential papers, records in your own office!

NEW SHREDMASTER

Bantam 10

portable shredding machine designed especially for office use! Quiet, compact, streamlined!

Never before an office shredding machine combining the speed and economy of the new SHREDMASTER BANTAM 10. Anyone can operate it. No fuss, no trouble! Greater cutting width, speed, capacity, and power than ever before! Safety throat! Smart functional design, about size and weight of business typewriter.

Priced well within the budget of all businesses - large or small.



YOUR PAPERS GO IN HERE

FREE: Colorful, illustrated, descriptive folder, includes 10 DAY FREE TRIAL details. Write "SHREDMASTER BANTAM 10" on your letterhead or postcard, and mail today to:

UNREADABLE SHREDS COME OUT HERE

The SHREDMASTER Corporation

A Division of Self Winding Clock Company, Inc.

199 Willoughby Avenue
Brooklyn 5, N. Y.

Priceless Security at Low Cost

A new type of office machine, the Shredmaster Bantam 10 portable shredding machine, quickly and effectively destroys confidential office records and correspondence. You eliminate danger of vital papers falling into hands of unauthorized individuals.

What makes the Shredmaster Bantam 10 ideal for office usage is that it is attractive in appearance, quiet, compact, and streamlined. It plugs in just like an electric typewriter or adding machine, and is immediately ready to operate.

Made by The Shredmaster Corporation, known throughout the world as the leading manufacturers of shredding machines, the Shredmaster Bantam 10 can be operated by clerks, stenographers, or other office help.

A Free Shredmaster Bantam 10 brochure is available without charge simply by addressing a letter or postcard to The Shredmaster Corporation
199 Willoughby Avenue
Brooklyn 5, N. Y.

(Circle 349 for more information)

methods

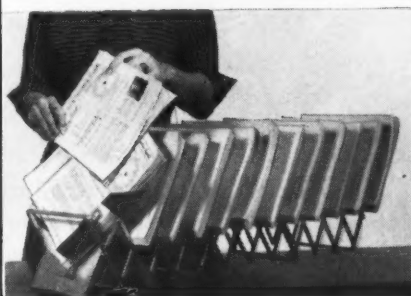
Elliott

ADDRESSING MACHINES

offer you the only competition you can find in the Addressing Machine industry. Consult your yellow telephone book or write to The Elliott Addressing Machine Co., 150C Albany St., Cambridge 39, Mass.

(Circle 315 for more information)

10,000 OFFICES USE



Evans GATHERING RACKS and are adding Evans SPEEDY JOGGER

★ A user reports 5,300 sheets an hour gathered by one worker! Twice as fast—half the cost of obsolete methods. Racks are aluminum; non-skid in use; collapse for setting aside. Racks have 6, 12 or 18 sections, each section holding 500 sheets at inclined angle. Worker may sit or stand.

★ JOGGER, also aluminum, fits on end of any TU Rack. Gathered sets are dropped criss-cross into Jogger. Lifting hand forward to resume gathering, worker taps handle—and sets jog neatly for removal.

GUARANTEED to produce quicker and more accurate results than any collating aid on the market.

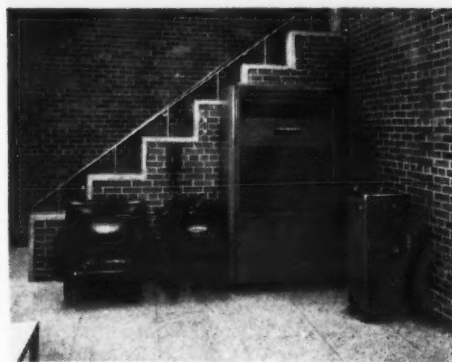
SHOWN: 12-section TU Rack with Jogger. Rack is \$16.50—Jogger \$10.00. (7 other Racks from \$10.00 to \$25.00).

See Your Dealer or Write:

Evans Specialty Co., Inc.
421 N. Munford St., Richmond 20, Va.

(Circle 316 for more information)

september 1954



plan permits the user to continue the yearly maintenance contract at a reduced rate or take title to the air conditioning installation. In most cases, customers elect to continue the rental arrangement for an extended period.

For more information about installation in the New York area, circle number 376 on the Reader Service Card.

FEEDING



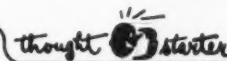
One-price, pre-paid menu saves time and money

In order to give best service, good food and still feature a low price, the J. W. Robinson Company department store, in Beverly Hills, recently instituted a pre-paid, one-price menu in their employee cafeteria.

There is a choice of one hot dish or one of three salads, a choice of desserts and a beverage. After lunch, a free cigarette is provided.

A rotating series of eight different menus are offered, with a new series prepared every four months. Approximately 750 meals are served daily to employees.

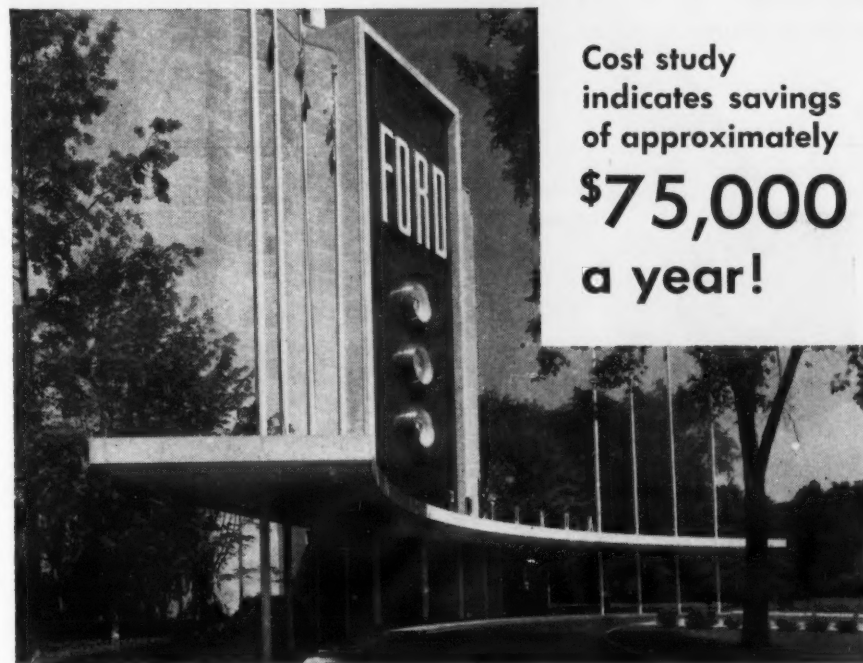
PERSONNEL



Contest stimulates employee interest and external publicity

The Dravo Corporation gives its employees an opportunity to win personal prestige and cash prizes for the writing of technical papers about the company's operations. All employees, except directors and officers of vice-presidential rank and above, are eligible to submit papers covering all aspects of the Pittsburgh company's

HOW XEROGRAPHY (ze-rog-ra-fee) Cuts Duplicating Costs | SPEEDS PAPERWORK at FORD MOTOR COMPANY



Cost study
indicates savings
of approximately
\$75,000
a year!

An extensive study of office equipment by analysts in Ford Motor Company's Central Office, indicates that offset paper masters prepared by the xerographic process, as compared to various other methods, save time and money.

XeroX® Lith-Master* copying equipment is used in a number of departments in various Ford plants. Special XeroX copying equipment is used in the Duplicating Section of the Engineering Staff, Administrative Services Department, Dearborn, Michigan, to prepare offset paper masters of 12"x18" engineering drawings for run off of multiple copies on an offset duplicator. Using the xerography and offset combination, 100 copies of a drawing can be made in five minutes at a cost of about 97 cents, which is considerably less than by other duplicating methods. Cost studies indicate a saving of approximately \$75,000 a year.

There is no limit to the versatility of xerography, the dry, electrostatic, copying process, in paperwork duplicating applications. Copies can be enlarged, reduced or made same size of anything written, typed, printed or drawn from one or both sides of original. *Translucent intermediates can be made for use in diazo type machines.*

*A TRADEMARK OF THE HALOID COMPANY

WRITE for proof of performance folders showing how Ford Motor Company and companies of all kinds are cutting costs and speeding paperwork with xerography.

THE HALOID COMPANY
54-105X HALOID STREET, ROCHESTER 3, NEW YORK
BRANCH OFFICES IN PRINCIPAL U.S. CITIES AND TORONTO



XEROGRAPHY

The fastest, cheapest, most versatile way to make masters for duplicating

(Circle 321 for more information)

diversified operations, including engineering, construction, shop procedure, maintenance, materials utilization, design, and office procedures.

The purpose of the competition is to stimulate alertness among personnel to the technical news value of their activities, while providing an added incentive to the performance of their official duties. To qualify for competition, a paper must be delivered

before a recognized professional or trade group or be published in the official publications of recognized professional societies, in the company's external publication, *The Dravo Review*, or in business, general or trade publications. Employee-authors may call upon the Dravo advertising department for counsel, in both the preparation of papers and arranging publication or delivery.

switch from this

to this

Anyone can produce beautiful plastic bound books in these 2 easy steps:

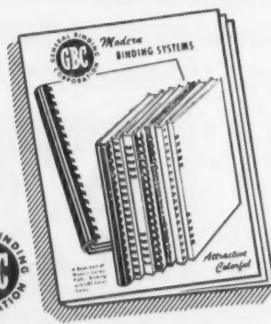
Punch sheets and covers of any size or weight, quickly, accurately

Bind up to 250 books an hour with colorful GBC bindings— $\frac{3}{16}$ " to $1\frac{1}{4}$ " diameter.

NOW... YOU CAN DO PLASTIC BINDING

IF YOU WANT TO IMPROVE YOUR CATALOGS, PRESENTATIONS, REPORTS, MANUALS... YOU'LL WANT THIS FREE BOOKLET

Learn how you can definitely improve the effectiveness of all your typewritten, printed, duplicated or photographed material. Richly illustrated in full color, this just-off-the-press folder shows eye-catching, distinctive examples of Cerlox plastic binding and GBC Covers. Get your free copy. No obligation.



General Binding Corp., Dept. MM-9
812 W. Belmont Ave., Chicago 14, Ill.

RIGHT IN YOUR OWN OFFICE

Bind all sizes of loose pages—any printed or duplicated material with compact GBC plastic binding equipment... in a matter of seconds. You'll add prestige, color, utility, attention-compelling appearance and increase the effectiveness and life of your literature. Pages lie perfectly flat... may be inserted or removed any place in book. Save money, too. Anyone can operate.

SEND FOR FREE, FULL-COLOR BOOKLET TODAY!

GENERAL BINDING CORPORATION

Dept. MM-9, 812 W. Belmont Ave., Chicago 14, Ill.
Please rush my copy... without obligation... of your new illustrated booklet.

Name _____

Organization _____

Address _____

City _____ Zone _____ State _____

(Circle 417 for more information)

FINANCE

thought starter

Obsolete machines replaced without capital investment

Machine tool users can take advantage of a new true lease plan which was worked out after long study of the tax and legal aspects of rental contracts. A 10% deposit is required, to be refunded to the customer upon the fulfillment of the transaction. The true lease plans include no option to purchase, either at a stated time or at a fixed amount but the user, of course, can make an offer at any time to purchase at a fair market value. There is no obligation on the part of the user to buy, nor is there any agreement by the manufacturer to sell. Therefore, all payments are fully deductible for income tax purposes. Customers get the usual one-year guarantee with a leased machine and can terminate the lease at the end of any year. The lease may run for nine years.

For more information, circle number 387 on the Reader Service Card.

PERSONNEL

thought starter

Scientific choice of new graduates cuts "first-job washouts"

Surveys show that four out of every ten new graduates will land in the wrong job or otherwise "washout" in the first year on the job—leaving their employers with a staggering loss in dollars and worthless training.

A study which analyzed the job performance of 1,167 college graduates hired by 247 companies disclosed that 42% proved unsatisfactory or left their jobs before the end of their first year. These few companies lost an estimated \$1,347,500 in first-job washouts.

Three broad areas in which action can be taken to increase company efficiency in first-job employees and to minimize loss of morale and self-confidence on the graduate's first job are:

- (1) Use of appropriate selection and placement methods.
- (2) Follow-up of student new-hire.
- (3) Use of vocational guidance information available from schools.

For more information, circle number 393 on the Reader Service Card.



Puddle-Proof



The office pet—the new Morris SAFE-T-SET with our exclusive safety feature, is "house-broken!" Tip it... tilt it... turn it upside down. It won't spill. It won't leak. It's Puddle-proof!—can't soil clothing. The SAFE-T-SET well is easy to fill—holds many months supply of ink. Choose the color and Morris hard-tip pen point you like most. The new puddle-proof SAFE-T-SET is manufactured by the foremost name in the field of matched desk-top equipment—Morris. See your stationer or office supplier today.

BERT M. MORRIS CO.

8651 WEST THIRD STREET, L.A. 48, CALIF.
In New York: 381 Fourth Avenue
In Canada: McFarlane Son & Hodgson, Ltd.
Montreal, Quebec

(Circle 335 for more information)

methods

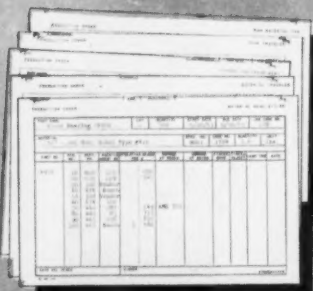


**"Who's a
white
collar
girl?"**

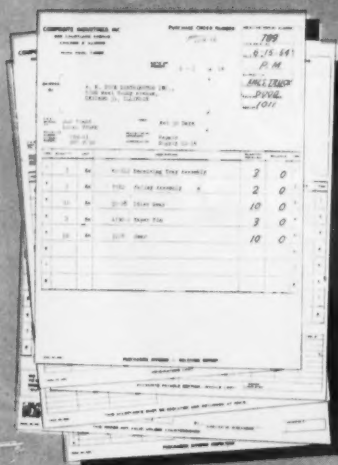
For the paperwork
that runs your business,
AZOGRAPH gives you
low-cost copies...fast



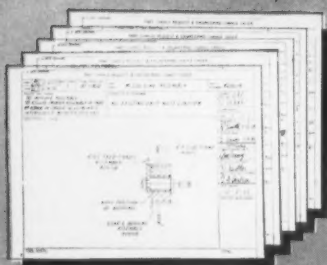
Order Invoices



Production Work Orders

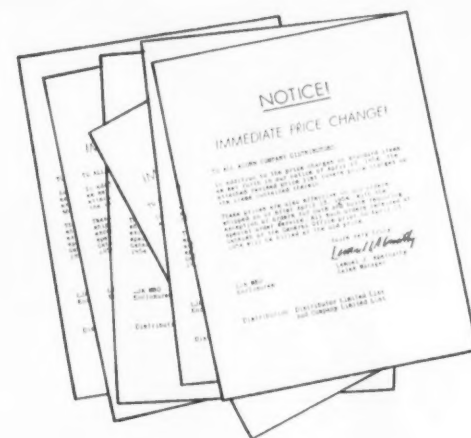


Purchase Orders



Engineering Paperwork

A. B. DICK AZOGRAPH — the — the fastest and lowest cost duplicating pr



**"Now—thanks to AZOGRAPH—
I really am a white-collar girl"**

"Even though I spend all my time typing duplicating masters, (and making corrections) now—for the first time—when the job is finished—

"—my hands are clean—

"—my clothes are clean—

"—and my typewriter is clean.

"No stain—no smear—no smudge! Now you know why I say—thanks to AZOGRAPH, I really am a white-collar girl now.

"And, believe me, I'm not alone. All the girls feel the same way I do. One of them told me the other day how much she appreciated being able to spend the coffee-break time enjoying the coffee instead of cleaning up.

"One thing more—this AZOGRAPH process is so clean and so simple that many of the bosses now handwrite their own masters for copies of hurry-up memos and the like. That saves time all the way around.

"And the copies are wonderful—easy to produce and easy to read."

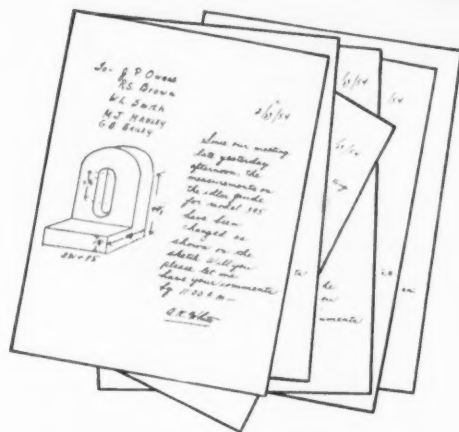
... AZOGRAPH transfer sheets are available as single sheets—in master units—and in continuous form.

... AZOGRAPH masters be filed for rerun.

(Circle 312 for more information)

the newest and easiest

process—with Positive Cleanliness!



"Handwriting has found a new place in our business"

"Do you ever need a dozen or more copies of a confidential message? I do—and when that happens, I simply write it in longhand on an AZOGRAPH master unit. Then I make the copies on the duplicator I have right in my own office. The whole job takes no more than a few minutes.

"Do you ever want copies of working papers or diagrams on a project as it develops? I do—and again the answer is having an A. B. DICK AZOGRAPH duplicator right here in my office.

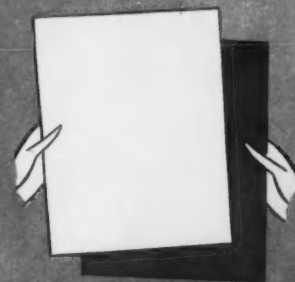
"And you should hear our engineers cheer—no more waiting for typists to make up masters of change orders and hold-up notices. Instead, the engineers write up their own masters—make changes—get the work through in literally half the time and with clean hands.

"Our office manager says we spent dimes to save dollars when we put in AZOGRAPH. No more purple stains. The result is no more special cleansing soaps to buy—no more smocks to buy—no more extra wages for operators. Wash-up time has been cut in half. Clean-up time for typewriters, tabulating machines and teletype machines has practically been eliminated."

... AZOGRAPH masters can be form-printed and guide-printed.



The AZOGRAPH way to produce copies



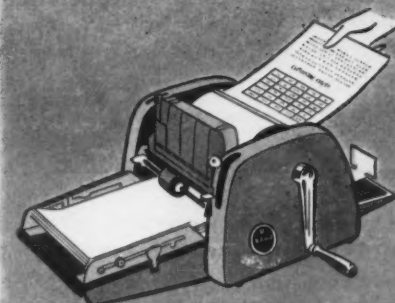
1. Simply place a piece of master paper on a clean, nonstaining AZOGRAPH transfer sheet—or use an AZOGRAPH master unit. Then type, write and/or draw as you normally do.



2. The clean AZOGRAPH material is transferred to the back of the paper to form a master.

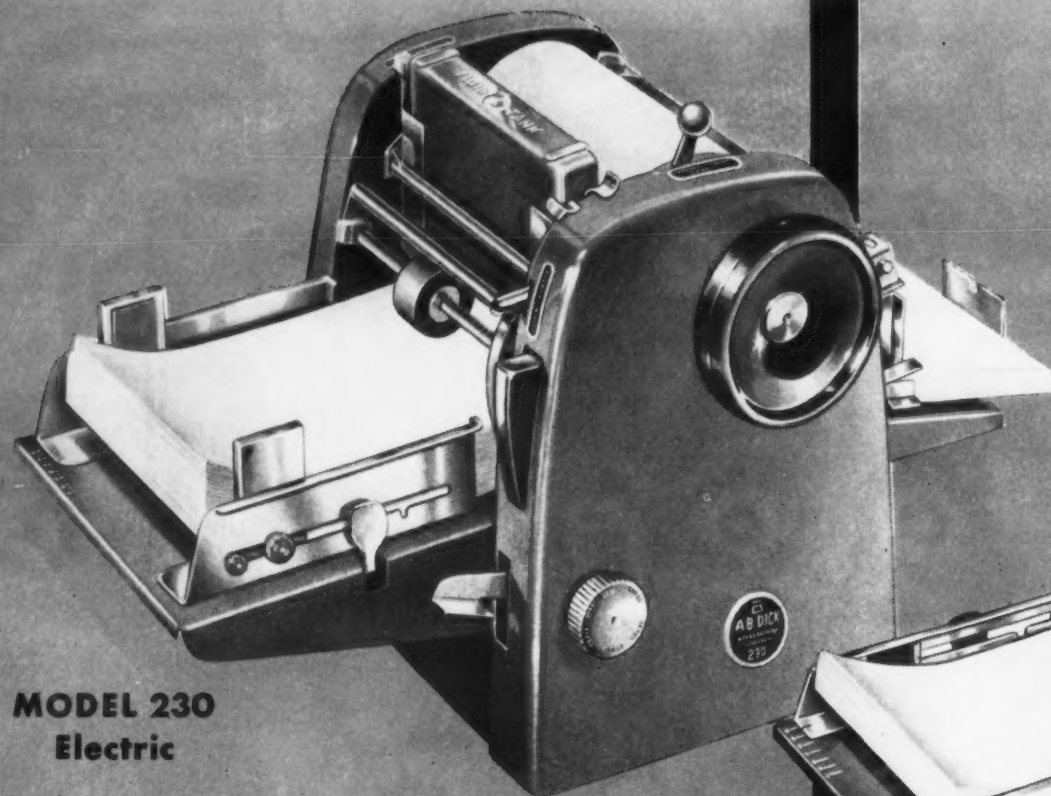


3. Errors are no problem. You simply erase and correct.

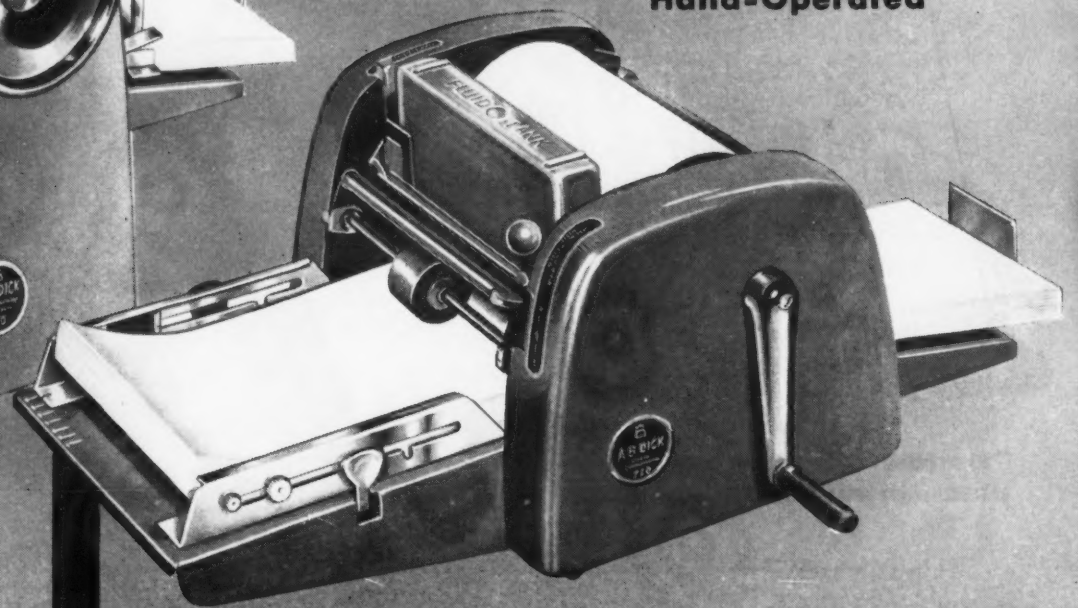


4. Then all you do is attach the master to an A. B. DICK AZOGRAPH duplicator—turn the handle (or switch on the motor) and clean, easy-to-read copies are delivered face-up in the receiving tray.

(Circle 312 for more information)



MODEL 230
Electric



MODEL 220
Hand-Operated

The A. B. DICK AZOGRAPH Duplicators

Easy to learn—easy to operate—Operating and maintenance instructions are mounted permanently on the receiving trays. All controls and on-off positions are clearly marked. Masters attach with the flick of a lever. Calibrated scales provide for accurate settings. Receiving trays adjust to paper size. Automatic roll type feed handles sub. 16 paper to card stock.

Fast—Here are “always-ready” duplicators be-

cause little “make-ready” time is required. Feed table capacity of the hand-operated model is approximately 200 sheets of paper. Electric machine produces 100 copies per minute—has a feed table capacity of 500 sheets of paper.

Low cost—Breaker bar and retainer pads assure single-sheet feeding. Automatically controlled moistening system eliminates fluid waste and master waste—saves retyping.

Both machines are designed for use with AZOGRAPH and spirit (direct process) supplies

A. B. DICK COMPANY
5700 Touhy Avenue, Chicago 31, Illinois

Without obligation

- ☐ Arrange demonstration of AZOGRAPH—the completely new and clean development in MODERN duplicating.
- ☐ Send information about AZOGRAPH—the completely new and clean development in MODERN duplicating.

Name _____ Position _____

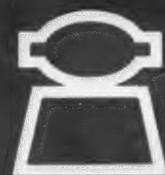
School _____

Address _____

City _____ State _____

Mail coupon for information and/or demonstration

A. B. DICK,  and AZOGRAPH are registered trademarks of A. B. Dick Company



A · B · DICK

THE FIRST NAME IN DUPLICATING

Should your company diversify?

Here's why companies are growing horizontally at a faster rate than ever

Editor's Note: Each month an analysis of business trends (The York Report) is published by the York Engineering & Construction and York-Gillespie Manufacturing Companies of Pittsburgh. A recent issue calls the present trend toward diversification by large companies a "tremendous economic revolution." York feels that American business history may be influenced for the next hundred years by what has recently taken place along these lines. Because we feel that the advantages of product diversification should be pondered carefully by every business executive, we present below some examples of company diversification. Much of York's findings are discussed herein.

More companies are diversifying their product lines than ever before. A steel company is making plastics; an automobile manufacturer is dickering for a farm-machinery business; a meat packer is developing a line of chemicals for textile mills; a flour manufacturer is taking on appliances.

Illustrations courtesy Worthington Corporation

by don herold



This trend to widespread diversification is an economic hedge against the future. By entertaining new markets, management hopes to improve its profit position and at the same time keep their company strong and productive in the future.

Two general approaches

Horizontal diversification can be accomplished in two ways:

1. *Mergers* to gain footholds in new markets.
2. *Adding new lines* to broaden sales bases.

Both methods are being used as companies adapt their organizations to the particular conditions in their respective industries. In some markets, the long term solution may lie in a diversification program that puts a company in a widely different market. Then, if contraction occurs in one product line, sales of the other will maintain company prosperity.

On the other hand, the risks of radical diversification are very great. York estimates that, after making a thorough analysis, 99% of companies would veto any plan for extreme diversification as unsound. But of the 1% who go ahead, some will suffer losses and the remainder will acquire the broad stability they seek.

The York approach

The York Company itself chose a middle road. Although basically an engineering concern, the company decided to branch out into manufacturing about two years ago. They had decided that in the long run the future of pure engineering activities seemed doubtful. At present, the manufacturing end of the business is doing well—in contrast to the decline of some competitors engaged solely in engineering and design. But the manufacturing company did make good use of York's

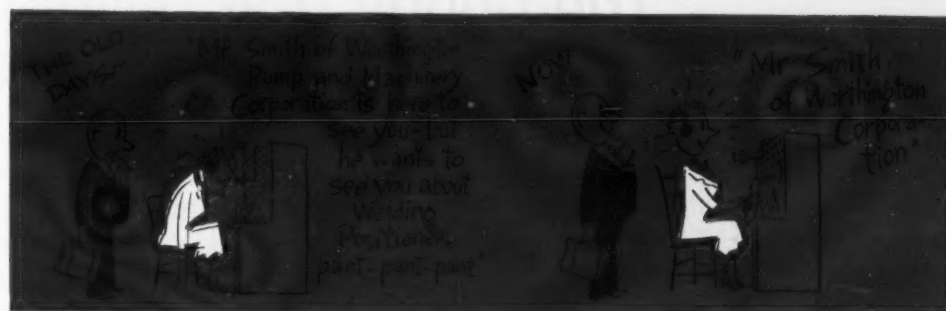
broad engineering experience: it makes specialized machinery for automatic production processes.

New markets vs. new lines

There are many examples of companies who took the plunge into entirely new markets. Not only did a flour manufacturer (General Mills) acquire by outright purchase a company—and its talented management—that makes cellulose sponges, but it also bought out toasters, irons and steam-iron attachments. Soon they expect to add a food mixer, coffee maker and automatic fryer-cooker to the line. To-

stockholders testified that the steel business had always been a feast or a famine and "... we want to diversify, and we think a product needed in every household, and which has to be replenished often, is a good prospect. . . ."

Many firms who wanted to avoid the large risks of entering a new field selected the alternate method of rounding out existing product lines. For example, a razor blade company bought out the assets of two competitors instead of developing similar products. In the automotive field, the recent Nash-Hudson deal, among other things,



day the company gets only 52% of its business from flour, compared with 74% only fifteen years ago.

Plastics entered the steel-pipe field when a manufacturer of pipe purchased a plastics company. Now plastic tubing supplements the original line. Take another example: a maker of auto bodies paid sixteen million dollars to buy out a maker of vitreous chinaware, cast-iron plumbing fixtures and brass fittings.

Perhaps the best instance of radical diversification is provided by a precision casting company in Michigan who purchased a soap outfit in Iowa. Because the soap company was in financial difficulty at the time of the purchase, the sale had to be approved by a Federal Court. During the court hearing one of the casting company's

broadened the lines of the merged companies.

One of the world's largest manufacturers of phonographs, TV sets and electronic devices extended its appliance business to include heaters and ranges when it acquired a stove company. And a manufacturer of farm machinery has introduced 77 new machines in 770 days—one every ten days for two years.

Numerous other advantages

Corporate acquisitions or mergers are not always consummated only to extend the product lines of the dominant company. Many other advantages are sometimes gained.

One important benefit may be a reduction in the cost of distribution. A company making a product in the East



"The phone that never rings" ...

It's a remarkable new kind of phone—the Dictaphone TELECORD phone.

It doesn't ring because it's a dictating instrument!

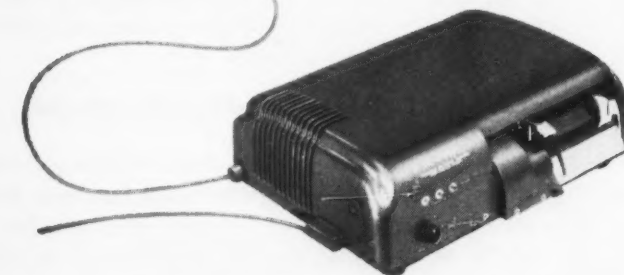
All a man has to do is pick up the TELECORD receiver and he's connected to a network system leading to a TIME-MASTER, the world's finest dic-

tating machine. He can dictate correspondence, memoranda, reports, as simply and conveniently as ringing up a friend on the telephone.

Now everybody in an organization can have the benefits of electronic dictation for just a few cents a day. And they can all use the very best—the TIME-MASTER, the only dictating machine with the Dictabelt, the plastic record which reproduces the voice with unmistakable clarity.

And any number of dictators can be added to the network without basically altering the installation, owing to TELECORD's economical "building block" simplicity.

May we send you details showing how companies of all kinds are cutting dictation costs *in half* with TELECORD installations?



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DICTATION HEADQUARTERS, U. S. A.

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Dictaphone Corporation, Dept. ME94
420 Lexington Ave., N. Y. 17, N. Y.

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Company.....

Street Address.....

City & Zone..... State.....

DICTAPHONE, TIME-MASTER, TELECORD AND DICTABELT ARE REG. TRADE-MARKS OF DICTAPHONE CORPORATION

may seek out a firm making an identical product in the West. Then, customers can be served from the plant nearest them. Or, if a company has an unsatisfactory system of distribution, it may decide that buying out a firm with a better system is cheaper than building up its own.

Many companies try to enter special markets with poor success. Purchasing a company already established in the market they wish to enter might be a wiser course.

Tax minimization is another incentive. Present tax laws can make it profitable for two companies to unite when one has a record of losses and the other expects large profits. However, any firm facing a greatly increased tax load should carefully investigate all the pros and cons, and seek the advice of competent experts, before taking the final step.

Capital gains are a frequent inducement for companies to join with others. Since these earnings carry a 26% tax ceiling, propositions leading to a merger are usually received favorably by stockholders. This is especially true when a merger causes a greater capital net gain than prospects of future dividends or when past losses can be turned into an asset.

In all the situations cited above, actual diversification is a secondary benefit, not the guiding motive.

Questions prior to diversification

How does a company decide which product lines to add for best results? There is no single answer. Rather, it depends on the economic position, production facilities and managerial skills of the company concerned. Some questions management should ask itself when planning diversification are:

1. Can we make the new product with our present equipment or with only moderate additions; will we need a new plant?
2. Can we produce them with the managerial and supervisory talent and labor force now at our disposal?
3. Will we be making a genuine contribution in an industry with good potential or will we merely pick up "fringe" business?
4. Can we distribute the contem-

methods

plated lines through existing channels?

5. Will the new products compete with those of our present customers?

6. Can we test the new products adequately? Or will tests for dealer acceptance, price range, buyers acceptance, etc., become burdensome if the products do not survive the tests?

7. Have we accurately calculated selling price and probable cost and is the margin attractive?

8. Will new funding be necessary? If so, can we reasonably expect to attract new investors?

After answering these questions, management will be in a better position to decide on a course of action. Naturally, not every typewriter manufacturer should enter the perfume business, nor every maker of steel files start making bread. Even when tax considerations partly offset the risks, estimates must be carefully made. And they must be projected five, ten or more years into the future—at a time when great shifts in buying patterns are expected.

Why Worthington changed its name

In March, 1952, the stockholders of the Worthington Pump and Machinery Corporation approved a change of company name to "Worthington Corporation." The need for the change stemmed from the company's long history of diversification. Worthington was originally founded on one product—a pump. Today it makes 14 different product lines in 22 plants throughout the world. They range from pumps and compressors to liquid meters, concrete mixers and welding positioners.

The story of Worthington's expansion into the manufacture of home air conditioning units is a good example of intelligent diversification. Entry into the field was based on several factors:

* During the last seven years the sales of packaged conditioners has increased ten-fold.

* Factory shipments of room coolers alone last year were doubled over the year previous. During the next two years shipments are expected to double again.

* Before the war industry sales totaled \$200,000.

(next page, please)

Remington Rand

BETTER BUSINESS METHODS

For Greater Profits
Through Lower Costs

ADD A FILING DRAWER...SAVE SPACE!

With **KOMPAKT**

"extra drawer" File Cabinets



This new Remington Rand Kompakt File gives you an *extra drawer* of filing in every cabinet *without adding to its overall height*. The 3-drawer letter or legal size Kompakt File is desk height. The 4-drawer fits under your counter. The 5-drawer is the height of your regular 4-drawer file. But the new Kompakt gives you 6-drawers in the same height as the average 5-drawer cabinet!

Every bit of space unused in an ordinary file cabinet has been carefully utilized to bring you this space-saving "File with the Extra Drawer"

Recessed drawer pulls, offset label holders, smoothly rounded corners and handsome Gray-Rite finish, let the **NEW** Remington Rand KOMPAKT file add beauty while saving valuable space!

Send for booklet LBV692, illustrated with floor diagrams and figures to show how KOMPAKT Files save you money.

Volume Up 135%...Inventory Up 66% Total Inventory Personnel... Unchanged!

ONLY three girls maintain accurate inventory control over 10,000 fast moving items located in three widely separated warehouses of Will Ross Inc., of Milwaukee, Wisconsin.

By installing three, 4,000-card capacity, *mechanized* Robot-Kardex units, the management of this fast growing company solved several major problems:

They eliminated the time-consuming

searching through banks of manually-filed records; solved a serious personnel turnover problem; avoided departmental growth and provided for future expansion.

Additional money-saving advantages are in store for you with Robot-Kardex. Circle CH947 and KD505 Rev. 1. Learn more about handling increased volume without adding personnel!



LETTER CENTERING SIMPLIFIED

Center your letters perfectly...without moving the carriage...before you insert the paper! Learn how our exclusive Perfect Positioning Scale can save typing time. It's **FREE** circle R8667.

Remington Rand

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Please send free literature circled below.

CH947 KD505 Rev. 1 LBV692 R8667

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**ENDORSED by
all branches
of management**

METHODS
AND
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Like **SERIALY NUMBERED
Autographs**

"Found! The vital link that perfects property control. One type of tag, one method of mounting, uniform "out-front" placement and legible numbers . . . outstanding attributes of this innovation in the tagging of furniture, fixtures and equipment."

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Approve **SERIALY NUMBERED
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"Now, because we know what we have and where we have it, we're making the most efficient use of our equipment. The positive check against loss, theft and unauthorized transfer eliminates unnecessary purchases . . . helps determine obsolescence of equipment."

COMPTROLLERS
AND
ACCOUNTANTS



Endorse **SERIALY NUMBERED
Autographs**

"We're interested in records . . . accurate records that simplify depreciation of equipment for tax, insurance and accounting purposes. These attractive, easy-to-read tags, eliminate reporting errors. To say that they've paid for themselves is an understatement."

MAINTENANCE
SUPERVISORS



Applaud **SERIALY NUMBERED
Autographs**

"They're easier, faster and safer to mount than any other permanent identification device. Although we use unskilled labor, there is no damage to precision equipment because drills, screws or bolts aren't needed."

**Attractive
"OUT-FRONT"
Property Tags**

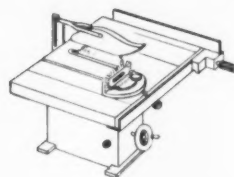
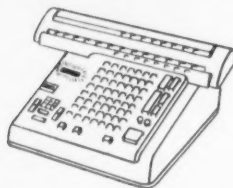
that **Stick!**

WRITE TODAY

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**NO SCREWS -- NO RIVETS
NO TACKS -- NO TOOLS**

Beautiful, easy-to-read "SERIALY NUMBERED AUTOGRAPHS" are produced from lustrous .016" Satin Finish Aluminum. They are much more durable than foil or paper labels, more impressive and easier to mount than conventional "tags". You'll like the legible, black-filled stamped numbers, the colorfully lithographed copy and the abrasive-resistant clear lacquer overcoating.

The solvent-activated adhesive backing on "SERIALY NUMBERED AUTOGRAPHS" is efficient on any clean surface. (even on crackle finish!) Simply brush solvent on the adhesive backing and press into place with your fingers.

The bond is not affected by moisture, petroleum products, alcohol, acids or alkalis. Because of permanent elasticity and toughness, it withstands temperature variations and shocks injurious to conventional adhesives.

"SERIALY NUMBERED AUTOGRAPHS" are cellophane-wrapped in a "work-out-of" carton containing activating solvent, brushes and mounting instructions. It's complete! There are no "extras" to buy.

DESIGNERS-MANUFACTURERS

METALcraft INC.

1619 SOUTH FEDERAL
MASON CITY, IOWA, U.S.A.

* Worthington has broad experience in conditioning industrial plants and large buildings. They are one of the country's three largest producers of this type of equipment.

* More than 300 distributors are available who can be put to work well ahead of the next consumer buying period.

* Worthington's policy is to decentralize manufacturing wherever possible. A plant site was available in the Southeast, in the heart of the future air conditioning market.

As a result of these considerations, the company is completing a plant in Decatur, Alabama, to produce packaged air conditioning units exclusively. The President of the company, Mr. Hobart Ramsey, feels the new division may produce more sales in the next decade than any other division of Worthington.

Although diversification can help many companies, it is not a sure-cure for economic ills. Perhaps, for some firms, the answer is quite the reverse and production and sales efforts should be properly concentrated on fewer products.

An outstanding example is afforded by a company in the appliance field who had 46 different products. It prospered through the depression, the war and early post-war periods. Then it decided its lines were over-extended and cut back to 26 items. By specializing in fewer units of high quality and by hard selling, it has improved its profit position with the new line.

The lesson is obvious. Each company must develop a program according to its particular problems and industry position. m/m

WHY, GOSH, THEY'RE
EVERYWHERE!



methods

What is the

formula

for profitable posture?



*It isn't
the chair
alone...*

*It isn't
the employee
alone...*



*It isn't the
chair and the
employee...*



It's the **DO/MORE[®]**
p o s t u r e

4

p r o g r a m



here's why!

NOT THIS



POOR POSTURE



ROBS VITALITY,



- BUT THIS



GOOD POSTURE



PROLONGS ENERGY



...the difference is **DO/MORE**®

Because Do/More . . . and only Do/More,
Gives You the "Posture 4 Program"

Recognition of the "human element" is one of the most important parts of the Do/More "Posture 4 Program." Without a proper understanding of the dangers, including an explanation that reveals how to avoid them, no employee will be interested in better posture. And no matter how good the chair, it cannot be used to full advantage if the user doesn't know how, or is uninterested. Neither can perfect posture be achieved overnight. Continued interest is necessary to break habits of long-standing duration. The Do/More "Posture 4 Program" takes all these factors into consideration. It is the result of more than a quarter-century of pioneering in the office posture field . . . a program that has helped employees in thousands of companies achieve better health, greater productivity, and improved morale.



POSTURE EXPLANATION

1

Your Do/More representative explains the "why" and "how" of proper seated posture. Without this important explanation no employee will be interested in better posture.

3

Chair is anatomically fitted by an expert according to the user's job, height, weight and physical proportions. This enables employees to feel their best, work their best.



ANATOMIC FITTING

DO/MORE

POSTURE **4** PROGRAM

...posture with a
promise!

ALL 4 OF THESE REQUIREMENTS ARE NECESSARY FOR PROPER SEAT



ROBS VITALITY,



LOWERS OUTPUT



PROLONGS ENERGY



BOOSTS OUTPUT



PLANATION



ive explains the
r seated posture.
planation no em-
better posture.

by an expert ac-
sight, weight and
nables employees
best.

FITTING



DO/MORE[®]

POSTURE

4

PROGRAM

...posture with a
promise!

PROPER CHAIR



The right chair is recommended after careful analysis of both the job and the individual's requirements. All Do/More chairs have exclusive design features.

2

Call-backs are made to check on the user's posture progress and for inspection of the chair itself. Only Do/More provides this important follow-up service.

4

PERIODIC FOLLOW-UP



RY FOR PROPER SEATING IN YOUR OFFICE





PROOF

...that **DO/MORE®** alone has
the required formula
for proper seating



COMPARISON CHART

As this chart reveals, there are four requirements for achieving AND retaining the benefits of proper seated posture. *There is no short-cut.* Yet among major chair manufacturers, Do/More alone offers this complete "Posture 4 Program."

REQUIREMENTS	DO/MORE	OTHERS		
		A	B	C
1. POSTURE EXPLANATION 	YES	NO	NO	NO
2. PROPER CHAIR 	YES	NO	YES	YES
3. ANATOMIC FITTING 	YES	NO	NO	NO
4. PERIODIC FOLLOW-UP 	YES	NO	NO	NO
COST COMPARISON Prices of Do/More and comparable chairs of three leading manufacturers.	\$49²⁵	\$54⁰⁰	\$42⁰⁰	\$55⁰⁰

PROOF

that **DO/MORE®** costs no more!

Prove the difference to yourself...
**ASK FOR A TRIAL DEMONSTRATION
IN YOUR OWN OFFICE**

circle 305 for more information

Send Coupon to Get the Facts for Your Office!

DOMORE CHAIR COMPANY, INC. — Dept. 961, Elkhart, Indiana

We have _____ employees in our office. Please tell me what the "Do/More Posture 4 Program" can do to cut our costs and increase employee output.

NAME _____
COMPANY _____
ADDRESS _____
CITY, STATE _____

work center

"... men and machines don't work in a vacuum.

Though you may saturate

your Work Stations with

skilled workers and

modern tools, they can pro-

duce efficiently only when

'community' factors like

traffic control, and ade-

quate lighting, and proper

communications — and

even creature comforts —

are properly integrated."

integrated office

september 1954

King-size conference room without the faults of "bigness"

The National Association of Manufacturers faced a unique problem in designing the conference room in their new offices. NAM has 170 member-directors, most of whom meet regularly with the NAM operating staff. A conference room had to be devised that would provide adequate facilities for these large board meetings and still provide adequate control so that meetings would not become unwieldy.

In order to give an unobstructed view to any part of the room, Michael Saphier Associates designed a special steel brace that eliminated all but one side column in the 42' x 44' expanse. This was planned before the completion of the building and it was possible to re-design part of the structure to house the necessary steel girders.

The primary function of the room involves sound, so the treatment of acoustical elements is extensive. There is an acoustical tile ceiling. The walls are slightly curved to act as sound deflectors since parallel walls allow sound to bounce back and forth. Floors are heavily carpeted over a foam rubber cushion and a folding room divider has a lining of acoustical material that provides sound absorption even when not in use as a divider.

A system of 21 microphones and 28 loudspeakers is set into the ceiling; anyone speaking from the floor must first be recognized by the chairman, who then activates the microphone nearest the speaker. The speaker remains seated and need not touch any microphone.

The lighting fixtures are recessed and covered with large (16 sq. ft.) plastic diffusers which add to the acoustical treatment. While all the acoustical materials and designs might



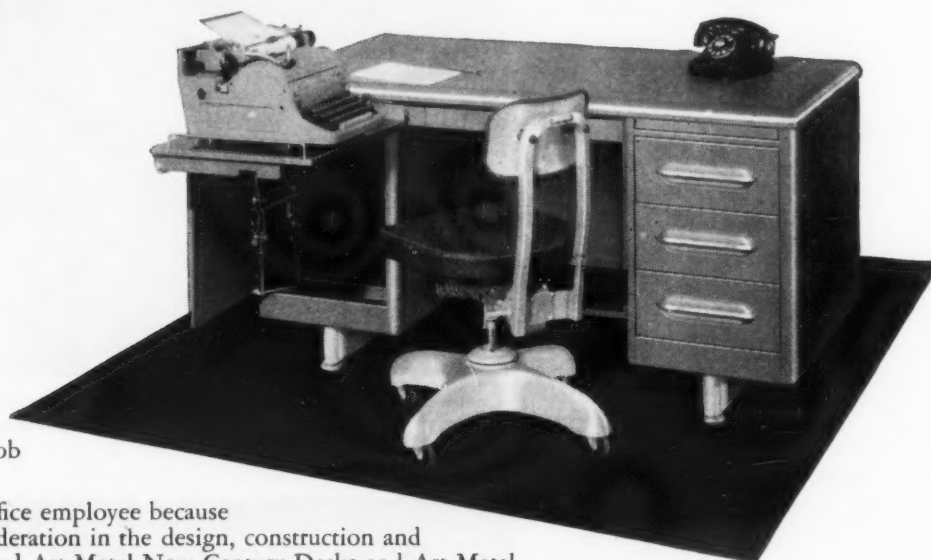
Conference room seats 154 people for large meetings without obstruction by structural columns. Microphones and loudspeakers are mounted in the ceiling and controlled from the speaker's platform.



By the use of acoustical folding partitions, the room is divided in half and can be used simultaneously for two smaller meetings. There are individual sound controls for each half of the conference room.



OFFICE WORK STATIONS *tailored for the job*



When you equip your offices with Art Metal Desks and Chairs fitted to individual job functions you will get —

...Sustained work from each office employee because working comfort is the first consideration in the design, construction and operating features of job-matched Art Metal New Century Desks and Art Metal Correct Seating Office Chairs —

...An end to fatigue caused by needless reaching, bending, and moving around, because Art Metal organizes each desk for all-day working convenience. Art Metal chairs provide full natural body support with exclusive "Tilt-Action" Seat and "Live-Action" Back —

...Time saved, errors avoided, work made easier—in short, *lower overall office work cost.*

With the most complete line of executive and general office desks and chairs ever developed, your Art Metal dealer or branch can render valuable service in organizing efficient work stations for your office. Consult the "Yellow Pages" under Office Furniture or Office Equipment, or write Art Metal Construction Company, Jamestown 4, N. Y.

ASK FOR these Art Metal aids to efficient organization and use of office work stations...

- ☐ "Manual of Desk Drawer Layout"
- ☐ "Correct Sitting Posture"
- ☐ Art Metal "New Century" Desk and Chair Literature



For 66 years
the symbol
of the finest
in office
equipment
and systems.

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GENERAL OFFICE AND EXECUTIVE DESKS • CORRECT-SEATING ALUMINUM OFFICE CHAIRS • FILING EQUIPMENT • WABASH FILING SUPPLIES • POSTINDEX VISIBLE INDEX CABINETS AND SYSTEMS

(Circle 314 for more information)



tend to muffle sounds, the plastic surfaces have just enough reflectivity to keep the sound alive.

In order to make the ceiling as high as possible, the air conditioning ducts were placed at the top of the walls rather than in the ceiling, resulting in a 9'3" ceiling instead of the standard 8' height. This location of the air conditioning ducts and vents also prevented interference with the electrical and sound wiring above the ceiling.

When used as an auditorium, all tables can be folded and stored in adjacent space provided for this purpose. For use as smaller meeting rooms, a folding partition (hung from a ceiling track) divides the room in half. Each room has its own microphone controls for the sound equipment it contains.

Many NAM committees, each with over 100 people, meet here regularly; whereas, formerly, hotel space had to be rented almost daily. It is estimated that the conference room will be in daily use. Adjoining kitchen facilities provide adequate equipment for serving meals. m/m

**plan-
ning
idea**

**Ceiling helps
reduce air
conditioning load**

Naturally, large windows are always desirable in office space, because of the daylight which is admitted through them. Large window areas, however, will admit heat from the sun as well as daylight, thus causing a special problem when the building is air conditioned. It's not just a case of increasing the power of the air conditioning system to offset the heat of the sunlight. If that were done the air

(continued on page 46)

methods



where they work

THE OFFICES OF SUCCESSFUL MEN

THE PRIVATE OFFICE of any executive should be a reflection of his personal business needs, his personality, and—when feasible—his individual taste in decor. Executive man-hours come high. Any investment in physical props that will further executive well-being and productivity is easily amortized. General Bradley's private office is a clear and practical example of this thinking. The decorative elements—a polar map, the five-star flag, the portrait of Washington—are the attributes of a General. The functional features—a conference desk, comfortable conversation seating, subdued but adequate lighting—reflect a Board Chairman's business "home."

THE MAN

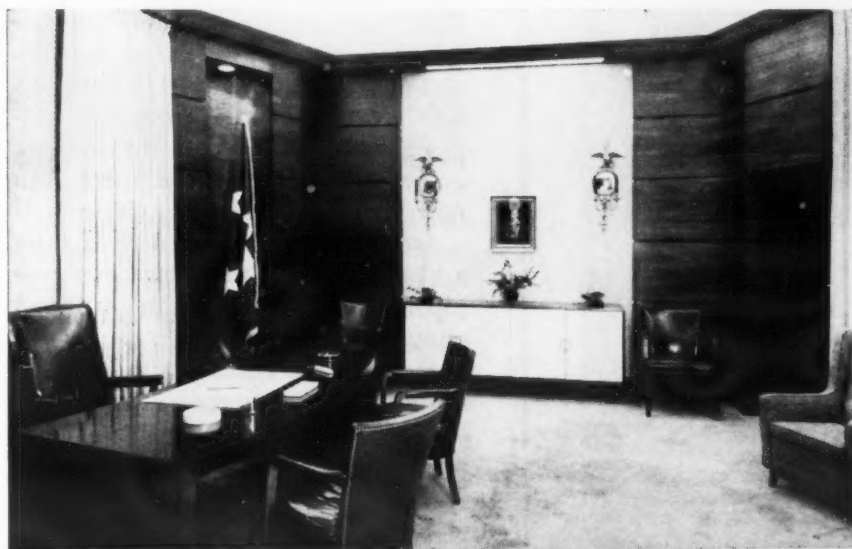
General Omar Bradley
Chairman of the Board

THE COMPANY

Bulova Research and
Development Laboratory

THE DESIGNER

F. V. Gerstel, Inc.



Oak Plankweld® Paneling—President's office, Seneca Textile Division of United Merchants and Manufacturers Inc. Architect: Alfons Bach.

Offices With Dignity and Beauty Choose Weldwood Paneling

Weldwood hardwood paneling brings to the modern office a new but permanent beauty unmatched by any other type of wall covering. It's *functional* as well as *fashionable* because it's easy to maintain and will never need replacement.

COSTS LESS THAN YOU THINK! Modern Weldwood production methods make it possible for you to enjoy the beauty of real wood paneling at a lower initial cost than ever before. This, plus lower upkeep and the elimination of periodic redecorating expenses, should bring the wood paneling you choose well within your budget—you may even show a saving!

EASY TO INSTALL. Standard size 4' x 8' panels are easily installed over furring, with nails or by a new contact cement method. There is a minimum of fuss

and muss. Completely prefinished 4' x 8' panels are also available in some woods. Weldwood Prefinished Plankweld® Panels (16 1/4" wide x 8' high) are edge grooved and can be installed directly over present wall by a method which completely eliminates face nailing.

CHOICE OF WOOD FACES. Birch, African mahogany, Philippine mahogany, white oak, sliced walnut, knotty pine, elm and Korina® are some of the many Weldwood panels immediately available. Any wood face may be had on order.

LIFETIME GUARANTEE. Weldwood hardwoods are unconditionally *guaranteed for the life of the building.*

Further information is available at any of the 73 United States Plywood or U.S.-Mengel Plywoods showrooms, in principal cities, or mail coupon.



Weldwood®

HARDWOOD PANELING

A product of
**UNITED STATES
PLYWOOD CORPORATION**

(Circle 358 for more information)

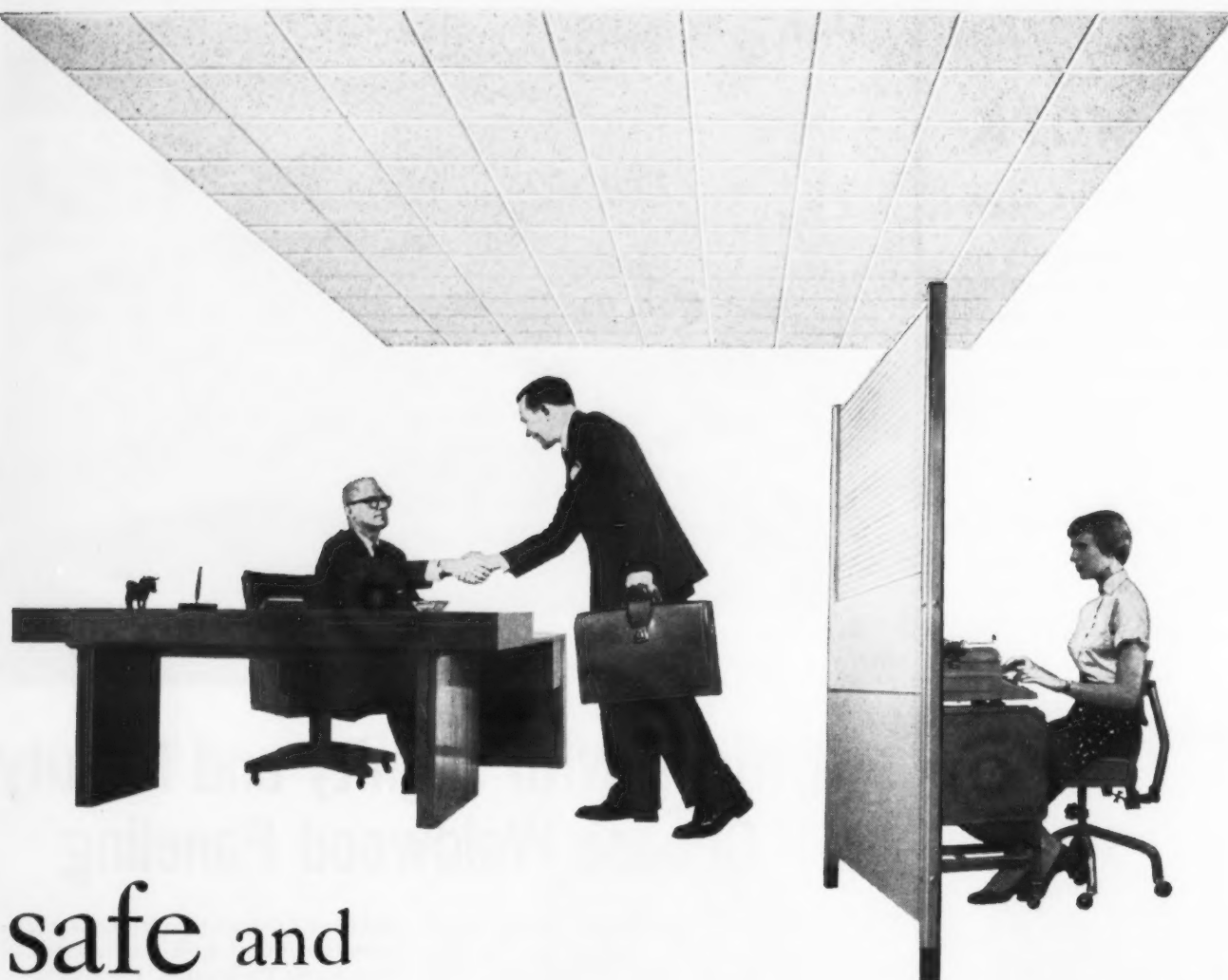
United States Plywood Corporation
Weldwood Building, 55 West 44th Street
New York 36, N. Y. MM-9-54

Please send me free literature on Weldwood
Hardwood Paneling.

Name

Address

City.....State.....



safe and sound way to get extra efficiency

Fiberglas Acoustical Ceilings absorb up to 75% of noise

Office racket strikes a heavy blow at efficiency. Noise increases mistakes and absenteeism, tires out workers . . . lowers production output, concentration and morale. But ceilings of Fiberglas® Sound Control Products absorb up to 75% of this nerve-wracking noise! They pay off handsomely in greater accuracy, lower turnover, higher output and morale.

Be sure, however, you get this effective noise deadening *plus* all the extra features only

Fiberglas Sound Control Products give you.

BEAUTY—A full range of textures, patterns and colors gives you an easy way to spruce up your office. Fiberglas Sound Control Products reflect more light, too, making the office brighter.

SAFETY—They are rated non-combustible under Federal Specification SSA-118a and by the Acoustical Materials Association, and carry the Underwriters' Laboratories label service. All of them easily meet the

strictest building code requirements.

PERMANENCE—Won't warp, rot, absorb odors, or sustain termites or fungi.

LOW COST—In fact, the *lowest cost* fire-safe sound control products. Easy to keep clean. And they give extra thermal insulation.

You'll want to know more about upping efficiency through effective sound control. Write for your free copy of our new idea-filled booklet, "The Ceiling that Cuts Overhead."

*Fiberglas (Reg. U. S. Pat. Off.), Sonofaced, Stria, and Noise-Stop are trade-marks of Owens-Corning Fiberglas Corporation.



SOUND CONTROL PRODUCTS

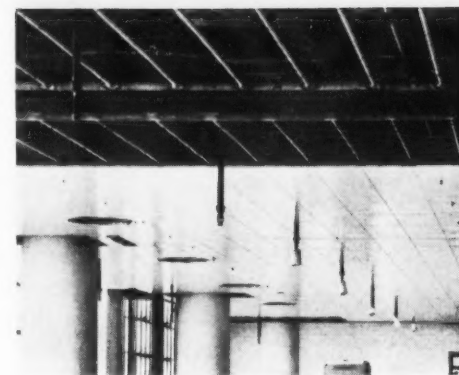
- Textured, Perforated, Sonofaced®, Stria® Acoustical Tile
- Textured, Sonofaced Ceiling Board • Noise-Stop® Baffles



Owens-Corning Fiberglas Corporation
Dept. 174-1, Toledo 1, Ohio
Please send me a free copy of your new booklet,
"The Ceiling that Cuts Overhead."

Name.....
Position.....
Company.....
Street.....
City..... Zone..... State.....

(Circle 409 for more information)



would have to circulate so rapidly as to cause drafts.

A solution to this problem was designed for New York's Port Authority Building. They installed a ceiling network of water cooled pipes extending as much as 20 feet in from the windows on the southern and eastern sides of the building. An aluminum acoustical ceiling is clipped directly to the pipes. Cold water from the air conditioning system circulates through the network and the pipes, in turn, cool the ceiling. The cooling effect is enough to compensate for the heat of the sunlight and the air conditioning system can now operate at maximum efficiency.

Acoustical benefits are derived from a blanket of glass fiber that covers the pipes and acts as both thermal and sound insulation.

Although the radiant ceiling is used in this case solely to reduce the burden on the air conditioning system, it can function similarly for the heating system. Large windows cause a down draft of cold air in the winter. This would be unimportant in factory space, but it can cause a serious heating problem in office space. By sending hot water through the same network of pipes, the ceiling can be made to radiate warmth at the window area and thus help to maintain even heating in the space.

**plan-
ning
idea**

**Prism-lens
fixtures provide
glareless light**

A special lighting problem was solved at the Girard Trust Corn Exchange Bank in Philadelphia by installing an acoustical ceiling in a series of "dog-tooth" breaks. The bank has a mezzanine floor (containing the cleri-

methods



ABOVE: Type of lighting equipment before renovation. BELOW: New lights provide glareless intensity of 35 footcandles.



cal and administrative office) which completely encircles the main floor. The problem was to provide adequate light intensity on the mezzanine, without creating glare or light spill for the bank's customers on the main floor. The series of "jogs" hide the continuous fluorescent strip lights from view of the lower floor. Because of the angle, open or louvered troffers would throw the light directly into employees' eyes. Therefore, a special prismatic control lens was utilized to direct more light downward, providing 35 footcandles.

For more information, circle number 429 on the Reader Service Card.

plan- ning idea

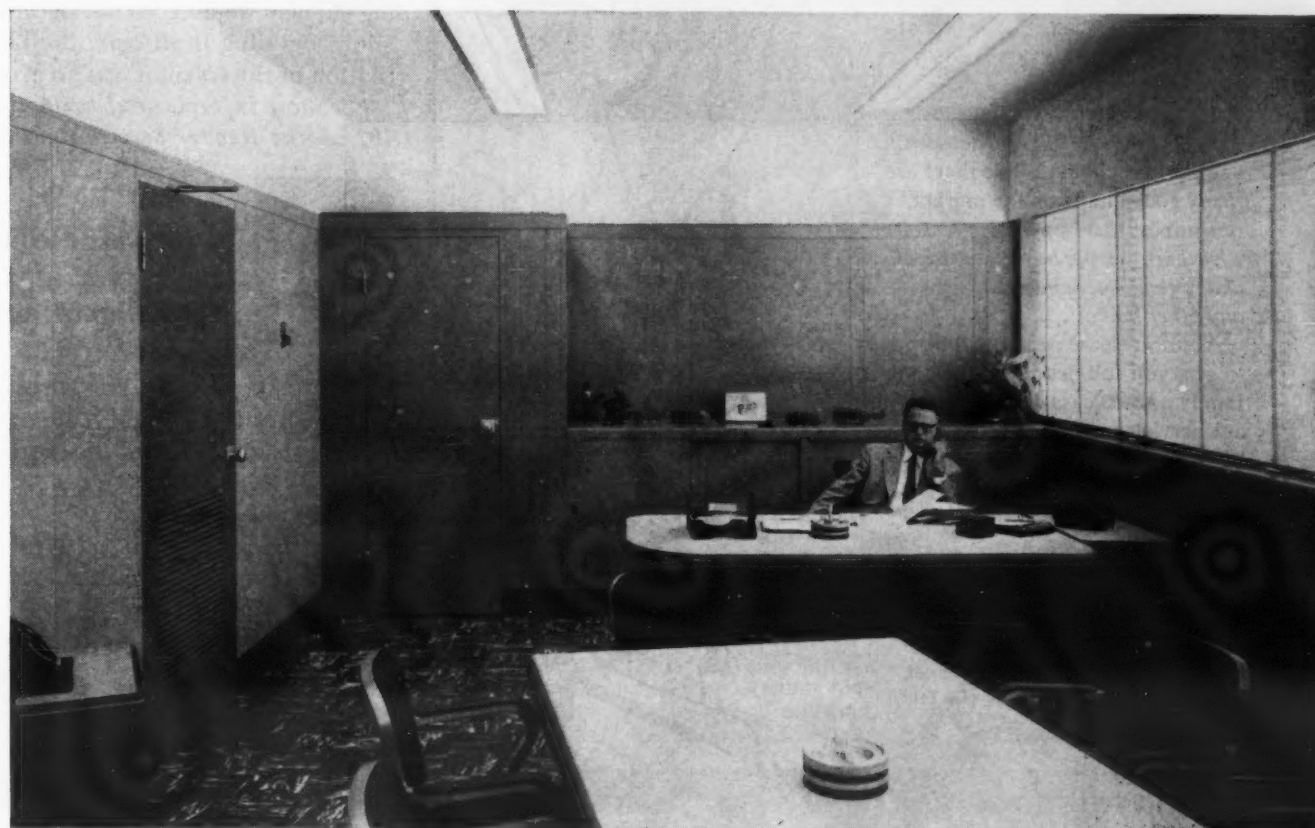
Wasted corridor space becomes private offices

If you're really cramped for office space, wasted corridor space might afford some relief. Although it is definitely *not* good office space planning, a New York publishing firm recently transformed a corridor 62 feet long and 13 feet wide into semi-private offices.

Eye-level (54") partitional desk-units

MILLS MOVABLE WALLS GIVE YOU Space Control FOR PERMANENT EFFICIENCY

• National Malleable and Steel Castings Company employs *Space Control* throughout its new Technical Center to make sure of future as well as present efficiency in its use of space for advanced testing and research. Mills Movable Metal Walls will keep these interiors flexible, always adaptable to changing requirements, because they can be moved to fit new layouts—quickly, easily and at very low cost—whenever the need occurs. Complete changes can usually be made overnight or during a week end, sometimes in a matter of hours, without commotion, dust, debris or interruption of normal space usage.



Executive Office, Technical Center of National Malleable and Steel Castings Company, Cleveland, Ohio. Dalton & Dalton and Associates, Architects.

With this efficient mobility Mills Walls combine distinctive architectural design, attractive appearance and structural stability, achieved by Mills exclusive all-welded flush panel construction. Available in a wide variety of pleasing colors in baked-on enamel finishes, they require no maintenance except occasional washing to keep them looking fresh and new.

Write for the new 68-page Mills Catalog or see it in Sweet's Architectural File.

MILLS *Movable* METAL WALLS

THE MILLS COMPANY • 984 Wayside Road • Cleveland 10, Ohio
Representatives in All Principal Cities

(Circle 407 for more information)

Your office is People

**Seat them comfortably
and they'll work better**

Most of your office people work sitting down, hour after hour. It's only natural they'll work better, faster and make fewer errors when working in a comfortable, relaxed sitting position.

Uncomfortable, old-fashioned chairs rob them of energy . . . rob you of many work hours which are rightfully yours.

It's easy to retrieve these "lost hours" with beautiful Steelcase office and posture chairs. While there are many good chairs on the market, remember: *there must be a reason why more people buy Steelcase office chairs than steel chairs of any other make!*

Your Steelcase dealer will be happy to give you full details on the complete family of Steelcase chairs, desks, files and service units. He's listed under "Office Equipment" in the Yellow Pages. Call him today.

METAL OFFICE FURNITURE CO.
Grand Rapids • Michigan

Your Guide Free

Attach your letterhead for the colorful, idea-crammed booklet, "Tooling Up Your Office," mail to Dept. B.

STEELCASE

BUSINESS EQUIPMENT



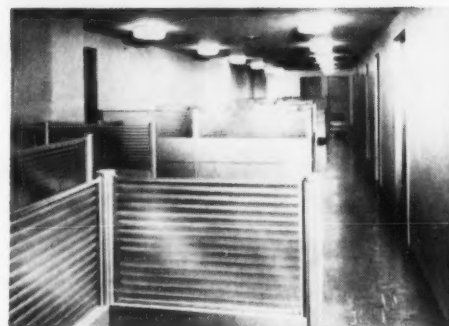
POSTURE CHAIR

EXECUTIVE CHAIR

INSTITUTIONAL CHAIR

Many other chair models available for every office need

(Circle 331 for more information)



were installed throughout the entire length of the hallway. The units are set in place without attachments of any kind to the floors or walls.

No structural, floor covering or lighting changes were necessary. Because the entire building is air conditioned, ventilation of the corridor was no problem.

For more information, circle number 402 on the Reader Service Card.

plan-
ning
idea

**Custom-designed
desk combines
three functions**

The desk of the Art Director at Cunningham & Walsh Advertising Agency had to serve the combined functions of an executive desk, conference table and drafting table.

In order to serve the first two purposes, architects Carson and Lundin

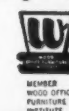


made the desk with ample drawer space and a particularly large "conference" top. An easel was then set into the apron drawer. It functions efficiently and disappears completely when not in use. m/m



LOOK INSIDE
... then decide!

Fancy price tags don't make fine desks. But the "ID" trade-mark does! Any desk that wears it is a fine desk . . . constructed with care of selected woods for lasting durability . . . and designed with comfortable usability foremost in mind. Look for the "ID" symbol that certifies Indiana Desk quality. You'll find it in the middle drawer of every model . . . plus a price tag far more modest than you might expect.



Before you decide on any desk, write for the name of your nearest Indiana Desk dealer.

indiana desk co.
JASPER, INDIANA • U.S.A.

(Circle 324 for more information)

**HAVE YOU HEARD ABOUT . . . HAVE YOU SEEN
CONVOY "Chem-Board"***
RIGID, PERMANENT, INEXPENSIVE



**record storage
FILES**

Chem Board storage Files are permanent. They cost and weigh about 50% less than steel; cost less than some corrugated paper files. They're shipped assembled, ready for use.

***CHEM-BOARD** is the product of Convoy's chemical impregnating process that makes corrugated board flint hard, rock strong.

CONVOY

also makes a complete line of Tote Boxes, used by famous names in all types of industry.



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CONVOY, INC.**

P.O. Station B, Box 216-M
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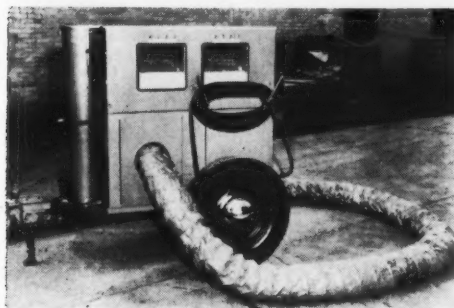
(Circle 311 for more information)

methods

plan- ning idea

Customers cooled while waiting in their cars

A new waterless, portable, three-ton capacity air conditioner has been developed for gasoline stations to provide autos with a quick cool-down while



they are being serviced. Reports indicate that motorists highly value this humane gesture and show appreciation by returning later. This same type of public relations could be adopted by other drive-in services.

For more information, circle number 392 on the Reader Service Card.

plan- ning idea

New products for work center application

Folding tables solve factory lunchroom space problems

The factory confronted with an employee lunchroom space problem can solve that problem quickly and easily with folding tables and benches.

Two types of tables are available: portable "fold-a-way" type with benches attached or the wall-attached "fold-a-way" type, also with benches attached. Us-



ing the portable type table, any area in the plant, even the corridors, can be quickly set up for lunchroom purposes. These tables fold or unfold with positive locking action in 15 seconds. Those not attached to the wall, in their folded position, roll easily through any doorway on their own chassis equipped with large, rubber-tired, ball bearing casters. After use, they can be quickly folded up and rolled into a corner or small storage room. Because they nest compactly when folded, they occupy a minimum of storage space. Where lunchroom space is not adequate or not available, some plants have installed wall type tables in hallways with success.

For more information, write to the Haldeman-Langford Manufacturing Company, 2580 University Ave., St. Paul, Minn.; or circle number 378 on the Reader Service Card.

Low-cost bag packager greatly increases output

A new bag packager greatly speeds up bag-opening and filling operations, effects considerable savings in labor packaging costs, makes loading of merchandise into smaller, more compact and less costly bags possible and simplifies the opening and loading of the "hard-to-open-and-fill" bags of certain polyethylene and pliofilm type, whose increasing acceptance by users has been heretofore retarded because of the costly hand labor required.

This machine has two basic functions: (1) it opens up the bag through the assist of ratio air pressure and (2) makes



possible the easy loading of the product into bags. Bags of all types and widths ranging from 4" to 18" can be handled.

The manufacturer will make a free engineering survey to determine your needs.

For more information, write to Errich International Corporation, 286 Fifth Avenue, New York, N. Y.; or circle number 389 on the Reader Service Card.

Now...New Freedom in CEILING PATTERN LIGHTING!



**CUSTOM-TAILORED
LIGHTING FOR ANY INSTALLATION
WITH SYLVANIA'S SENSATIONAL
NEW LINE OF TROFFERS AND SPOTS!**

Want to get out of old lighting ruts? Sylvania now offers a completely new line of really versatile troffers and matching spot lights!

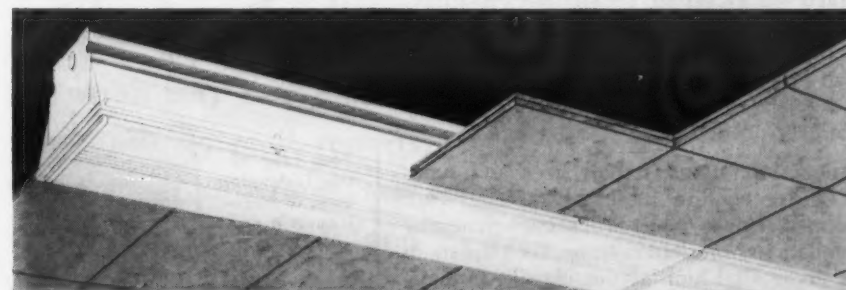
Troffers made in lengths from 2 to 8 feet, to help you design original lighting ideas and individual lighting patterns.

Available with 7 (seven) different attractive types of shielding... from practical louvers to harmonious diffusing plastic. Made for 1, 2, or 3 lamps.

Equipped with individual fuses wired into the circuits for added protection.

In addition, there are 4 different types of matching corner spots for accent lighting. Construction, too, has been simplified for quick, easy installation. New illustrated data sheets give full details. Write to Dept. 4X-3709, Sylvania, for your copies NOW!

New Sylvania Troffer with polystyrene shielding for low brightness and wide light distribution. One of the 7 types now available.



SYLVANIA

Sylvania Electric Products Inc., 1740 Broadway, New York 19, N. Y.

In Canada: Sylvania Electric (Canada) Ltd., University Tower Bldg., St. Catherine Street, Montreal, P. Q.

LIGHTING • RADIO • ELECTRONICS • TELEVISION

(Circle 353 for more information)



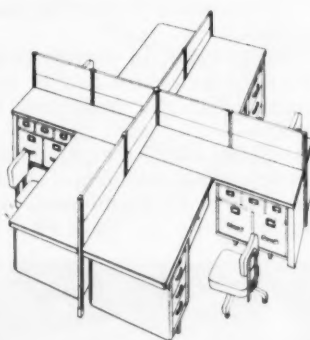
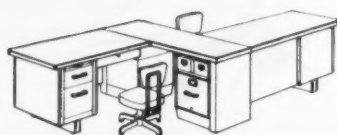
... to **TECHNIPLAN** dealer!

THE OPEN MIND is readily impressed by the direct advantages of the original engineered modular office system—TECHNIPLAN.

WHAT YOU GET, with Techniplan, is invariably more than you expect. You need better use of floor space—you get that PLUS notable increase in individual worker output. You buy Techniplan for bigger work output—you get, in addition, flexibility and custom-fitted work stations for every kind of job. You desire privacy—it comes coupled with noise abatement, increased worker comfort and convenience. With all of these you get modern, impressive appearing offices.

THERE'S NO SECRET to Techniplan versatility! Interlocking, interchangeable components fit any desired arrangement; as readily conform to changed requirements. Interlocking or free-standing partitions provide privacy wherever needed.

ENTHUSIASTIC USERS, in all sizes and types of offices, confirm these advantages. Your Globe-Wernicke dealer will show you nearby installations, or demonstrate Techniplan in his store. Find him in your classified 'phone book, under "Office Equipment."



Your copy of this Techniplan book is free—request it on your business letterhead, please. Address Dept. 9-M.



Engineering Specialist In

Office Equipment, Systems

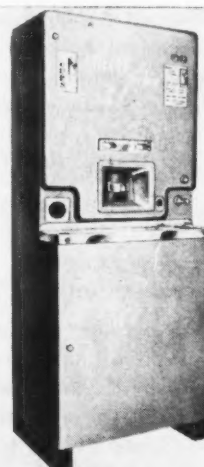
and Visible Records

(Circle 319 for more information)

Cincinnati 12, Ohio

New coffee vendor features individual taste control

A new coffee vendor allows every customer to flavor coffee to his own personal taste. Each coffee drinker selects the exact amount of cream and sugar desired from "none" to "rich," instead of just choosing "with" or "without" as on other machines. The vendor uses all dry, powdered ingredients and requires no refrigeration. It has a 500-cup and drink capacity, but because of its minimum service requirements and low cost, it can be in-



stalled where only a relatively small number of people are employed.

For more information, write to Mills Industries, Inc., 4100 Fullerton Avenue, Chicago, Ill.; or circle number 385 on the Reader Service Card.

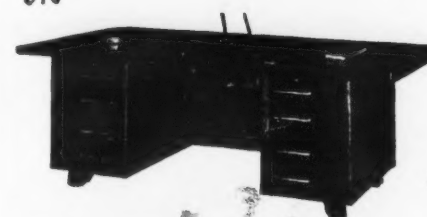
Low-cost movable partitions offer many advantages

A new demountable and re-usable gypsum partition system saves in initial materials and erection costs, saves through re-use value and saves in the cost of removing because of simplified construction.

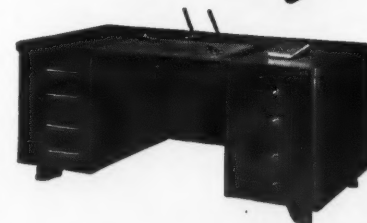
Another advantage exists because wiring and plumbing placed within the partitions are easily accessible—without tearing down and rebuilding any part of the partition assembly.

Available in any height up to 12 feet, the partitions come complete with panels and all the accessories needed, including metal door and window framing (optional) for fast, complete erection.

The panels are locked in place by metal studs, which attach to adjustable floor shoes and into metal partition caps attached to the ceiling. Successive panels are installed in a similar manner. The base trim can be quickly removed from the base clips for access to services within the wall or, if necessary, entire panels can be removed without having to cut into the



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IMPERIAL DESK COMPANY
Evansville 7, Indiana

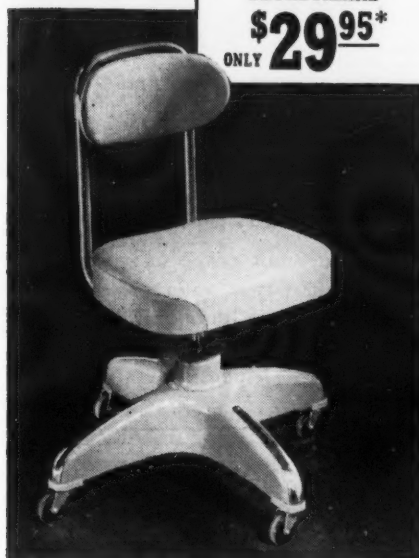
(Circle 323 for more information)

"Better Seating
stepped up
work output
in our office"



says:
Mrs. Lucille Wilson
District Office Manager
American Airlines, Inc.

Model 15F
THE COSCO
SECRETARIAL
\$29⁹⁵*



*\$31.00 in Florida, Texas
and 11 Western States (Zone 2)

Fatigue, work-lag and absenteeism drop when correct seating is introduced. That's why so many business men choose the Cosco Secretarial. It's designed by seating engineers to reduce fatigue, increase efficiency. Four easy adjustments mold this Cosco chair to the individual's build... while he or she sits comfortably on a saddle-shaped, foam-rubber seat. Sturdy, all-steel construction. Die-drawn base. Choice of upholsteries and baked-on enamel colors. Mail coupon for details today.

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Available in Canada and other world
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COSCO Office
Chairs

--- Please attach Coupon to your letterhead ---

COSCO Office Chairs, Dept. 15F
Hamilton Manufacturing Corporation
Columbus, Indiana

I would like the name of my nearest dealer and
full details on the following COSCO office
chairs.

☐ Secretarial ☐ Executive ☐ Side

Firm.....

By.....

Address.....

City.....Zone.....State.....

(Circle 322 for more information)

wall. Clean, functional lines of the new partition can be economically decorated as desired. Any damage to panels can be repaired by spackling putty and paint or panels can be easily replaced.

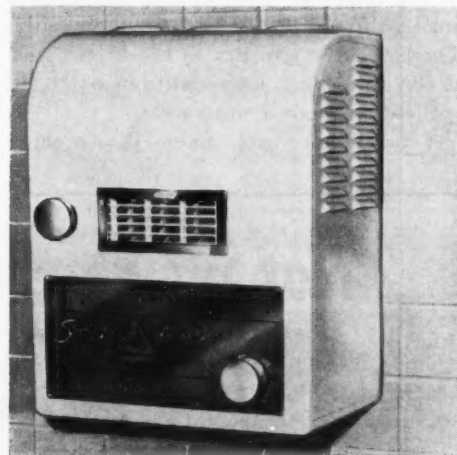
For more information, write to the U. S. Gypsum Company, Dept. 136, 300 W. Adams Street, Chicago, Ill.; or circle number 383 on the Reader Service Card.

Electronic air cleaners eliminate air-borne dirt

The recent development of inexpensive electronic air cleaners helps solve the problem for companies troubled by dirty air.

These new units are reported to show over 99% efficiency by the "weight method" test which compares the weight of air particles entering the unit with those, if any, leaving the unit. When air is sampled both entering and leaving the unit, the intensity of blackness on two filter papers shows over 90% efficiency.

This new equipment is built on a sim-



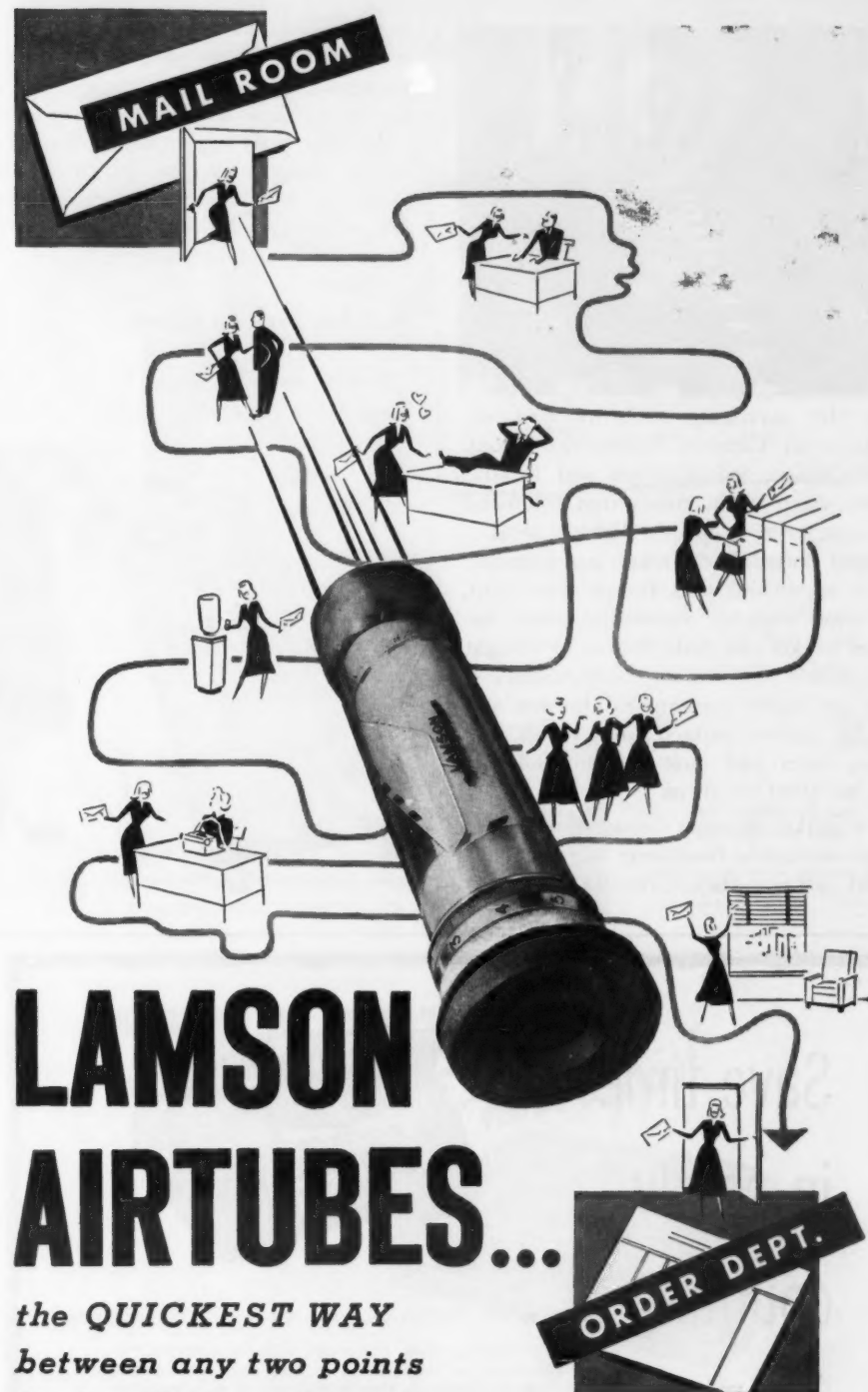
ple principle. Dirty air is pulled through an ionizing screen where particles receive a positive electrical charge and then pass to collecting plates to which they adhere. Clean air is then ready for circulation. Collecting plates are periodically sprayed by water and, thereby, flushed free of contamination.

In a study made by a retail department store chain, cleaning and similar upkeep costs were 44% lower in a store equipped with an electronic air cleaner than in a store using other filters.

For more information, write to Electro-air Cleaner Company, 1285 Reedsdale Street, Pittsburgh 33, Pa.; or circle number 401 on the Reader Service Card.

Dotted line aisle markers are durable and flexible

New, self-adhesive, dotted line aisle markers are made of durable plastic. They



LAMSON AIRTUBES...

the **QUICKEST WAY**
between any two points
for handling mail, reports,
punch cards, drawings, test samples,
file folders, small tools, and
many other similar items.

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Yes, I'd like to know more about Lamson Airtube Systems. Please send me the descriptive case-history brochure, Airtubes on Target. No obligation, please.

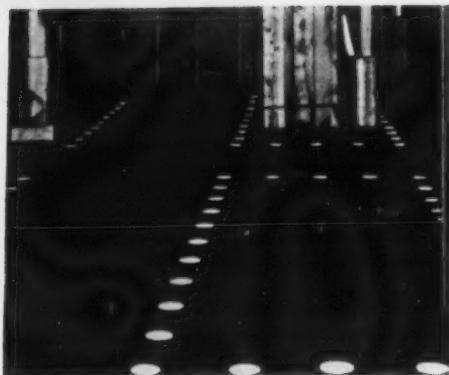
Name.....Title.....

Company.....

Address.....

City.....Zone.....State.....

(Circle 326 for more information)



offer the maximum visibility and are available in Caution Yellow, Fire Red, Alert Orange, Safety Green and Neutral White—sharp, vivid colors that command attention even in poorly lighted areas.

These dotted line markers are economical to apply and stick fast to any clean, dry floor without moistening. Any unskilled worker can make curved or straight lines quickly and without costly machinery. They are highly resistant to abrasion and will far outlast painted lines. Acids, oil, grease, water and most common solvents have no effect on them.

If a marker becomes damaged, only that one is replaced. No others need be disturbed. Because they're removable, there's

no problem when departments are rearranged or when production lines are changed. Simply remove the existing ones and apply new markers wherever needed.

For free samples, more information and prices, write to the W. H. Brady Company, 727 West Glendale Avenue, Milwaukee, Wisconsin; or circle number 403 on the Reader Service Card.

Mail bag rack on wheels facilitates handling

Canvas mail bags can be conveniently hung on a new, lightweight "mail bag



rack on wheels." After the bag has been loaded with heavy mail, it can be easily moved on the mobile rack to be weighed, or even wheeled directly to the post office. The balanced rack design and the well-positioned handle allows a girl to effortlessly move a heavy mail bag, which heretofore has required the services of one or more men.

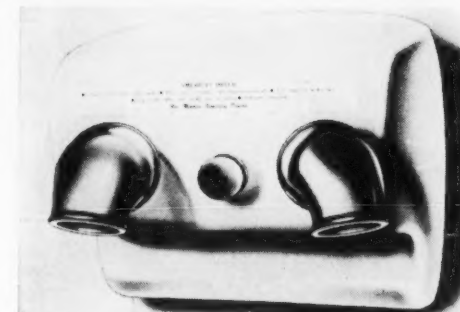
The new rack eliminates the old method of dragging mail bags on the floor, thus making the bags last 75% longer. The rack and bag are also ideal for maintenance and cleaning staffs in the collection of waste materials.

For more information, write to Can-Pro Corporation, 19 E. McWilliams Street, Fond du Lac, Wisconsin; or circle number 104 on the Reader Service Card.

Dual nozzle electric hand dryer with deodorizer

A streamlined hand and face dryer, at the touch of a button, speeds instant hot air through two nozzles simultaneously. Therefore, two can dry as fast as one and at the same time, eliminating many traffic bottlenecks in busy washrooms.

A precision-control timing device shuts



off the unit automatically at the end of a 40-second cycle although hands are completely dry in about 18 seconds. Both nozzles revolve on a complete 360-degree cycle allowing for face and body drying. There is also a built-in ozone deodorizer.

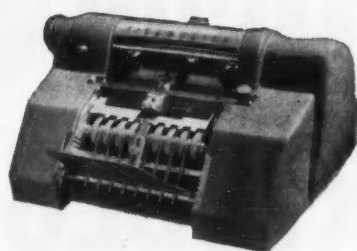
For more information, write the American Dryer Corporation, 1324 Locust Street, Philadelphia, Pa.; or circle number 397 on the Reader Service Card.

Small-size coffee vendor serves needs of any office

An automatic hot coffee server, no bigger than an office-type water cooler, serves 150 cups of coffee without refilling.

The machines contain both cold and heat generating elements. Refrigeration

Save time
in costly
counting
(and marking)
by hand



- The PB Tickometer counts up to 1,000 a minute—labels, slips, coupons, tickets, checks, etc.
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- Will also date, code, "rubber stamp," endorse, cancel or otherwise imprint—as it counts!
- Ask the nearest PB office for a demonstration. Or write for free illustrated booklet, case studies.

PITNEY-BOWES



Tickometer

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Coast-to-coast service in U.S. and Canada.

(Circle 342 for more information)

Not all absentees are sick!



EVERYONE SHOWED UP EXCEPT J. R.

who had set the meeting for 20 days and then miscounted calendar dates.

This would never have happened if he had used SCHEDULE-A-DATE—the desk calendar that avoids scheduling errors by giving you future dates on each day's calendar page, for a whole year in advance.

WHAT DATES ARE

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60 DAYS?
90 DAYS?



7 WEEKS?

4 MONTHS?

Fits any standard side-opening 3 3/4" x 6" base.
SCHEDULE-A-DATE Saves TIME and AVOIDS ERRORS by converting indefinite periods of time to definite dates as quickly as looking at your watch.



The calendar that works for you.

TRADENAME*

Keith Clark, Inc.,

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Schedule-A-Date* and Work-A-Day*, the complete line of calendars for every office use.

(Circle 373 for more information)



gives constant protection for the coffee concentrate, cream and sugar. The heating unit gives a constant supply of hot water which is used to reconstitute the coffee concentrate.

Where management policy bans vending equipment, a push-button arrangement can be easily installed. After making the selection of the kind of coffee desired, a paper cup falls into the filling well in front of the machine and out pours the

coffee as ordered. The entire operation takes about five seconds.

For more information, write Rudd-Melikian, Inc., 1947 N. Howard Street, Philadelphia, Pa.; or circle number 396 on the Reader Service Card.

Decorative well covering acts as sound absorber

A new, easy-to-apply material serves as both a soundproofing and a decorative treatment for walls. The new material consists of a basketweave or burlap textile, the underside of which is fused with a layer of foam rubber, sponge rubber or a layer of felt.

A feature of this new product is that it can be applied as a sound conditioner in existing buildings, without any structural changes. It can be tacked or pasted and the rubber backing provides a sound-absorbent wall covering which reduces noise "bounce" in any interior. For those who may require a lesser degree of sound control, the felt backing is offered at a lower price.

For more information, write to B. F. Ruskin & Company, 1410 Wood Road, New York 62, N. Y.; or circle number 405 on the Reader Service Card.

NEW!! The Wassell Organization introduces SPRING-DEX



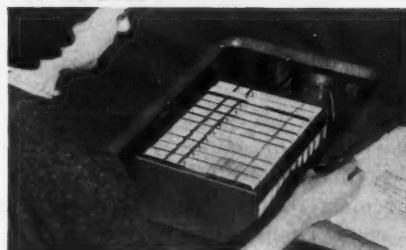
1. LIFT



2. LOCATE



3. POST



4. RETURN

SPRING-DEX—with the speed of Visible and the low cost and other advantages of Vertical!

Send TODAY for FREE details

WASSELL ORGANIZATION, INC.
Westport . . . Conn.

Name.....
Title.....
Company.....
Address.....
City.....Zone....State.....

(Circle 361 for more information)

THE SUGGESTION BOX . . . by Ajax



Complete drinking water service, including AJAX or AERO Paper Cups and dispensers, improves employee morale because it provides clean, sanitary, comfortable and

natural drinking facilities . . . cuts down absenteeism because it reduces the hazard of transmitted infection. Eight out of ten people prefer it. Ask your paper merchant.

AJAX® PAPER CUPS DISPENSERS CUP FILLERS

UNITED STATES ENVELOPE COMPANY

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15 DIVISIONS FROM COAST TO COAST

(Circle 357 for more information)



AJAX® CUPS

AERO® CUPS

Also COLUMBIAN and PEERLESS Flat Cups

It pays to deal with the distributor who carries the complete line of paper water drinking cups. CS-M

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fast—In seconds your finished, perfect copy is ready.

offset users!

Photorapid transparencies make ideal masters for use with the new positive-working aluminum presensitized plates... From original to offset press in 6 minutes or less.

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(Circle 366 for more information)

" IN OUR OFFICE
we've hundreds
of uses
for... **AVERY**
Kum Klean
LABELS



THEY'RE *self adhesive
and removable*

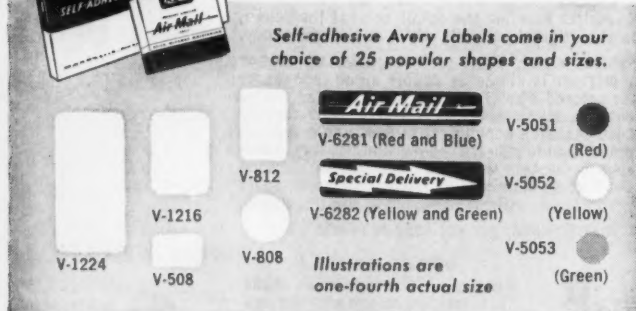
For labeling file folders, catalog sheets and charts—used for identification, visual index markers, map stickers—for air mail and special delivery stickers—address and address changes and hundreds of other uses. There's no limit to the convenience and utility of Avery Labels.

And every office labeling job can be faster, cleaner and neater with Avery Kum-Kleen. There's no messy gluing or licking, because Avery Labels are self-adhesive. They stick instantly at the touch of a finger—and stay stuck—yet they're easily removed when necessary!

dealers: Be sure your stocks of Avery Labels are complete for all office needs. Free sales aids—displays, mats and literature are available. See your Avery salesman or write for samples today!

**type, stamp or write on them
...you'll save time and money!**

Self-adhesive Avery Labels come in your choice of 25 popular shapes and sizes.



AVERY ADHESIVE LABEL CORP., Resale Div. 150
117 Liberty Street, New York 6 • 608 South Dearborn Street, Chicago 5
1616 So. California Ave., Monrovia, Cal. • Offices in Other Principal Cities

(Circle 368 for more information)

Pre-retirement program tells employees how to retire



Classes recently began for a group of employees who will retire from Mutual of New York in about a year. Under a program designed to prove that retirement means a new frontier, they are learning ways and means to enhance the pleasure and productivity of retirement living. The plan seeks to avoid an abrupt transition to a new way of life. Each employee receives a book entitled, "How to Retire and Like It," and a subscription to the magazine, "Lifetime Living." Also, a four-day week goes into effect during the last year with MONY.

The pre-retirement program will be carried out in a series of seven group meetings during the year. MONY points out that, above all, the retiring employee must feel useful, be active, gain recognition, have companionship and look forward to something—drives felt by everyone during their working years.

One meeting offers an inventory where the employee can decide whether his plans for retirement would stand the test of time, in accordance with the values, customs, habits and tastes acquired during the working years. Another takes up the financial aspects of retirement, beginning with a discussion of Social Security and the company's own pension plan and ways and means of cutting expenses. Where a surplus of income over expenses seemed likely, possibilities for investing, saving, buying and selling were discussed, such as capital for small business ventures and the purchase of hobby materials for productive income. The need of putting a budget into action, even before retirement, is stressed.

The mental and psychological aspects of health and the prime importance of having definite goals for the years ahead are discussed by company doctors. The importance of a small, convenient residence is emphasized, as well as factors such as climate, cost of living, available employment and interests, nearness of friends and family are also stressed. Careful consideration is urged before the retiring employee plunges into that "little place in the country" he's always wanted. The meaning of these various elements of environment is important to each individual on the brink of retirement. The total effect of the program is to show retired workers how to balance independence with security. m/m

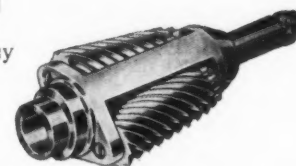


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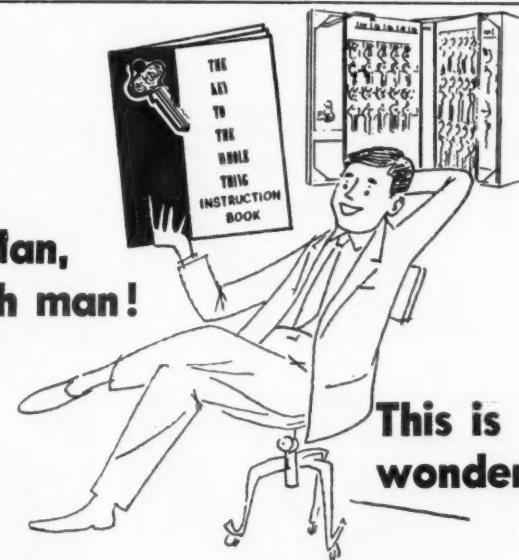
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written procedures

what they can accomplish



by J. A. Peltier, Price Waterhouse & Co., Canada

Procedures, clearly described and written, are the safest and best way of ensuring that instructions will be implicitly understood and possible doubts removed as to the procedures intended. Any function which requires the following of an established pattern should have this pattern well defined and explicitly recorded. This applies with equal emphasis to clerical as well as to machine functions; it should not be applied only to those operations which are considered too complex to be remembered.

No one in a factory would start to manufacture a machine without first having complete blueprints of the specifications to guide him. Similarly, procedure manuals are invaluable tools in the administration of any organization. It serves many purposes, one of the most important being the means of verifying the correct procedures to be followed. It becomes a training manual for new employees and guarantees that, even with changes of personnel within a department or a section for whatever cause, the procedures will not flounder because the individual who has left has taken the knowledge of the job with him.

The reasons why written procedures are important may be summarized as:

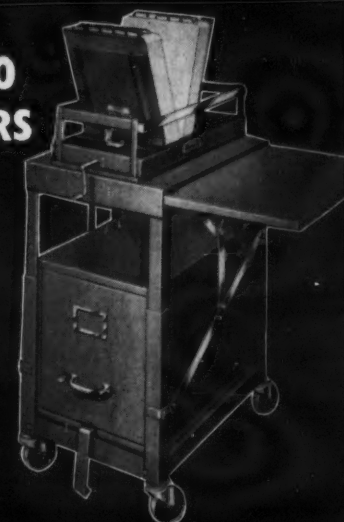
1. The safest and surest way of ensuring that instructions will be understood and followed.
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14. A prerequisite for any consideration of the utilization of electronic equipment. m/m

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TRUCK LEASING terms defined

With the increasing trend toward leasing, many of the leasing service organizations have embarked on an educational program to insure that businessmen understand the basic terms and agreements of leasing operations. The National Truck Leasing System recently released the following "definitions" of terms which we feel will be of interest to any company contemplating truck leasing.

Truckleasing — A non-carrier substitute for truck ownership. The user, or lessee, leases trucks under a long-term agreement from the owners, or lessor, who is engaged primarily in the business of leasing truck equipment. The lessor supplies full service for the maintenance of the truck—fuel, repairs, tires, lubrication, garaging, insurance—everything except the driver, who is furnished by the lessee, leaving the control of the vehicle wholly with the customer. The vehicle is then operated in whatever capacity the lessee is classified—either private or for-hire. This is often referred to as a "drive-yourself" service.

Truck Rental — Identical to truckleasing except that the vehicle is contracted for a short term of an hour, a day, a week, or month. It is a simple term of convenience to differentiate from long-term leasing. (Referred to variously as daily truck rental, transient truck rental, rental fleet.

Finance-Leasing — A long-term contract under which the lessor covers only the ownership and capital investment in the vehicle. The lessee supplies, in addition to the driver, all repairs, lubrication, fuel, tires, garaging and insurance.

Trip-Leasing — Both driver and vehicle are covered by a single contractual arrangement, frequently on a one-way trip basis with compensation usually based on the load carried. Lessor may be either a private or for-hire carrier, providing service to a lessee who holds necessary permits or certificates.

Gypsy-Leasing — A term often used to describe illegitimate variations of trip-leasing, carried on as a subterfuge to avoid the necessary operating authority and collection of tariff rates.

Driver-Owner — A long or short-term contractual arrangement covering the combined services of truck and driver, the latter being also the owner and operator of the equipment. m/m

methods

Gifts to education prove good business

There is growing recognition among businessmen that supporting our colleges is self-interest—not charity

When the Board of Directors of a New Jersey corporation voted a modest corporate contribution to Princeton University, the Board met unexpected stockholder resistance. Certain stockholders contended, among other objections, that their officers should use corporate funds *only for business needs and for earning stockholder profit.*

The issue went to court. The ruling, in favor of the company officers, stated in part: "Corporate contributions (to educational institutions) are, if held within reasonable limitations, a matter of direct benefit to the giving corporations. This, without regard to the extent of the donors' business."

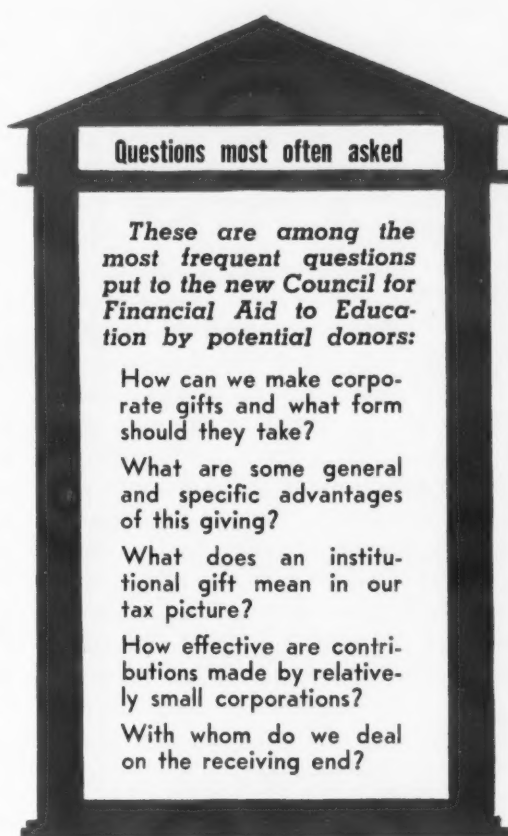
This ruling was made in New Jersey's Supreme Court and the Federal Supreme court later refused to review it, holding that it was the right of each state to judge its own corporations. It is generally believed that this N. J. decision is the first—and last—concerning such a case.

The clarity of this decision served to focus the attention of businessmen throughout America on the benefits, both to themselves and to the nation, of corporate donations to recognized educational institutions. But they still needed to know *how* to give effectively.

New advisory information bureau

Some months ago, a source of comprehensive information on the "hows and whys" of corporate giving sprang into existence, when the formation of a "Council for Financial Aid to Education," with headquarters in New York, was announced.

Its President is Dr. Wilson Compton, former President of the State College of Washington. The Council's Board of Directors includes such distinguished businessmen as Irving S. Olds (Chairman), G. Keith Funston and Alfred P. Sloan, Jr.; among noted educators on the board are Colgate



University's Everett Case, Wellesley College president Margaret Clapp and Henry M. Wriston, president of Brown University.

After announcement of the Council's formation, President Eisenhower (himself a former college president) sent his congratulations to Dr. Compton, saying, in part:

"There has long been the need for guidance to educational institutions seeking the most effective means of gaining grants, and counsel to donors unfamiliar with the most appropriate ways of making such grants. There has been need, also, of impressing upon every potential donor, the benefits he will person-

ally derive from helping this Nation maintain its system of higher education. I am delighted that the Council's proposed objectives include fulfillment of these needs."

How to make corporate gifts

The Council strongly recommends establishment of a corporate foundation within a donating company as the medium for its giving (see *MANAGEMENT METHODS*, August, '52: "Company giving through foundations"). Two aspects favoring the corporate foundation are its high degree of flexibility in administering gifts and the leveling out of fluctuations in giving. The law permits reasonable accumulation of funds in high-profit years. These may be drawn on in years of low profit, which allows the recipient to count on a fairly even flow of gifts. This even flow, in turn, greatly aids college and university administrators in their planning.

There are six major types of corporate giving: the unrestricted gift, the restricted gift, scholarships, fellowships and support of research.

The *unrestricted gift* is an outright contribution to an educational institution for the recipient to apply as it sees fit. The *restricted gift* is earmarked by the donor to be applied by the university to a designated field of the donor's choice. For example, a fertilizer corporation might wish to allocate funds, stipulating they be used solely within the chemistry department of an institution.

Scholarship aid is also a highly acceptable method of giving, since many colleges and universities dig deeply into their own general income to finance a quota of worthy students. Thus, every student financed by outside aid helps swell the available pool of general funds.

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an institution is the *scholarship, plus a supplementary gift*. This type takes into account the very real fact that tuition alone does not cover the whole cost of training.

Fellowship gifts recognize the need to encourage the pursuit of specialized study and research by qualified students, usually postgraduates. These may be generalized gifts, assigned to individuals by the recipient institution to a candidate of the donor's choice.

Financial support of basic research is on the increase. Donating corporations have become keenly aware of the need for uncommitted funds to finance exploration of the new frontiers of science unfolding as the researcher probes constantly forward. These usually produce long-term gains on an industry-wide scale, rather than immediate benefits to a corporate donor.

Concerning general and specific advantages of corporate giving, the Council makes these points: perhaps the most important raw material required by business today is the trained college graduate, capable of running the business of tomorrow. In the general sense, business has a tremendous stake in securing this "raw material." Any investment in education tends to insure the supply of this "commodity."

Specifically, the Council notes, there are many areas that are touched advantageously by corporate giving—among them, in dollars-and-cents, the "recruitment" value of financing a potential employee's college training. While such an individual is not—and cannot be, under tax laws—"indentured" to

his benefactors, it is very likely he will become an eager, interested and well-trained employee of the donor corporation after graduating. And the value to a company of an interested and loyal employee can hardly be overestimated.

The potential public relations value of corporate giving is very great when we define public relations as the "fact of doing good—and talking about it." For example, if a company established a foundation to send one local boy each year through college, this is community news. Local publications will play up the fact and word of mouth will spread the story favorably. Employees will begin to consider management as individuals directly interested in their welfare, rather than remote "top brass" whose sole responsibility is profit.

Tax-wise, a corporation is permitted to deduct educational contributions to an amount of five percent of its net income before taxes. The Council's statistics, based on latest available figures, show that corporate giving to all causes represented only six-tenths of one percent of net corporate profits. And of this small percentage, only about one-fifth went to educational institutions. The Council noted that corporate donations averaged a higher percent rate (1.13%) among smaller corporations (those with assets under \$1 million).

Small corporations are apparently supplying a larger share, though not a larger amount, than their bigger brothers. One answer to a question about the effectiveness of giving by relatively

Suggested giving

Corporate worth

	\$100,000	\$500,000	\$1 million	\$2½ million	Over \$2½ million
\$500, plus					
\$500 in aid	✓	✓	✓	✓	✓
\$2,000 or equipment equivalent		✓	✓	✓	✓
\$5,000 capital grant			✓	✓	✓
\$10,000 open research grant				✓	✓
\$50,000 assigned grant					✓

methods

small companies is this: since they far outnumber the giants, one scholarship apiece, for example, donated by 50 small concerns would equal or exceed the single effort of one major industry. The Council is accordingly most eager to stimulate gifts from all of industry and especially smaller manufacturers who may have felt that their relatively light contribution did not count.

Who to give to

With whom can a donor corporation arrange contributions? The Council on Financial Aid for Education describes itself as an organization to encourage "more general private support of higher education." And it leans over backward to emphasize that it does solicit or distribute funds.

If a would-be donor, rather than allocate his own contributions, seeks advice on how best to apportion his gifts, the Council will make available its list of some 30 state and regional associations of institutions of higher education. These associations have been specifically organized to facilitate joint fund raising. For the most part, these are groups of smaller colleges and universities, since their larger colleagues have well-developed fund raising operations. Today, the members of such associations number more than 370.

Beyond informing would-be contributors of the existence of these associations and supplying further sources of educational contribution information, the Council *specifically does not recommend* channels into which aid might flow.

The table opposite is designed to give an indication of the types and approximate cost of corporate gifts that are adaptable to a varied group of business enterprises.

Since every executive is in business to make money for his company, he naturally asks: "Why can't a private college or university get 'in the black?' Money changes hands. In effect, education is bought and sold!"

The Council is keenly aware of this attitude. They point out that, to operate "in the black," private institutions would need to double their tuition at present enrollment levels. This would have at least two bad effects: economically speaking, "demand" for educa-

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tion would drop sharply and gross income would fall off. Socially, doubling the tuition would literally deprive millions of deserving students of an education and produce a clique of "mon-eyed" graduates.

Perhaps a case history will best illustrate the general and specific benefits accruing to a medium-sized corporation which has carefully invested time and money in corporate giving.

This is an experience of the Norwich Pharmacal Company of Norwich, New York, about 30 miles from Hamilton,

where Colgate University is located. Over the years, Norwich has given to two organizations: directly to Colgate and also to the "Empire State Foundation," an association of 22 New York State colleges and universities.

The Norwich donation is unrestricted. The company's objective in giving is to provide opportunity for deserving young men from the Norwich-Hamilton-Syracuse area to get a college education. The amount of this unrestricted grant is undisclosed, but is estimated at about \$1,000 per year.

An official of Norwich put the advantages of their educational aid program this way:

"We know Colgate is a liberal arts school. We know that perhaps we could send a man to a 'trade school' where he might learn more about chemistry—since that's our business. But, as so many other concerns have been learning, industry's need lies in the well-rounded executive. We can teach a man nearly all there is to know about Norwich through our own training program. So, if we are lucky

enough to put a man through school and have him come to work with us, our gain is a very valuable employee."

There's little doubt that the future of American business is intimately bound up with the welfare of America's private educational institutions.

Sound business practice and "enlightened self-interest" will win corporate support of colleges and universities from every corner of the United States. Thus, it is the function of the Council for Financial Aid to Education to "enlighten" American business. (next page)



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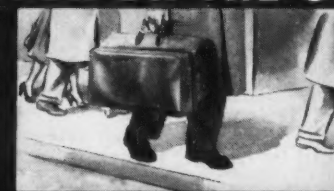
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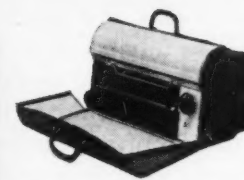
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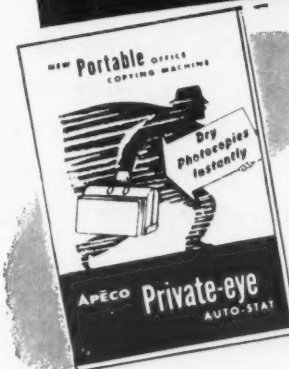
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Dr. Compton said it most aptly: "The Council is a 'catalyst' seeking to promote mutual understanding between American business corporations and the nation's colleges and universities. Many of these institutions of higher education are in danger, not of dying, but of withering. Here is an opportunity for business corporations and their stockholders—as for civic-minded men and women generally—for public service. This service, in the words of the President of the United States, 'will rebound to the benefit of all America.'" m/m

Some contributions are business expenses:

The Income Tax Regulations recognize that the contributions that a corporation makes to certain charitable organizations may partake more of "business expense" characteristics than "eleemosynary" purposes. The Regulations state, in substance, that a contribution to a charitable organization may be deducted as an "ordinary and necessary" business expense in any case in which the charity is to render a service to the corporation which is commensurate with the amount of the contribution. In such cases, the amount which is given to the charity is not subject to the 5% limitation since it is deductible as an "ordinary and necessary" business expense. For example, the 5% "charity deduction" limitation would not apply to a payment by a corporation to a hospital in consideration of the latter's binding obligation to provide medical treatment for the corporate employees. The advantages to the corporation are manifold: by treating such deductions as "business expenses," the corporation minimizes the hazard, first, of falling afoul of any local legislative prohibition or limitation of charitable contributions by the corporation and, secondly, of criticism or even of legal action by economy-minded stockholders. Furthermore, there is preserved intact the full measure of deductible contributions for such causes which cannot be considered as affected with a "business purpose."



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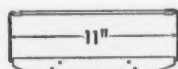
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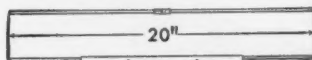
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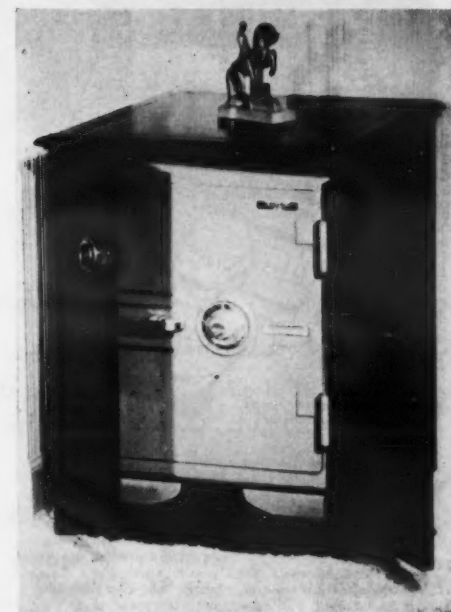
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The new Clarin Tablet Arm Chair that folds combines table and chair in one. You'll be amazed at how many people you can seat comfortably in a small office—and give each of them table space as well. Thus, you can hold those important group meetings in almost any office—and arrange it in a few moments. This space-saving chair is quality built—gives years of service—folds flat to 3-inch depth for fast, safe stacking in a minimum of space. Foam rubber cushioning if desired.



FOLDS FLAT IN 3 EASY STEPS



Write for full information:
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Clarin

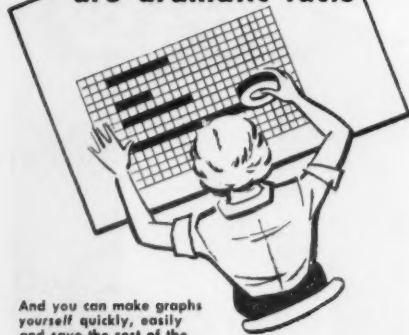
There is a Clarin Steel Folding Chair for your every need.
 New FREE Catalog of complete line on request.

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(Circle 415 for more information)

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And you can make graphs yourself quickly, easily and save the cost of the Kit with your first chart . . . without ever touching a pen!

Translating information into chart form is the best way to sell your story quickly and dramatically and NOW—with Chart-Pak—everything you need is printed on rolls of tape! You roll on dotted lines, bars, figures, dates. You can't make a costly error—it can be taken up as quickly as it is put down. The average charting time is minutes—the cost—far below \$1.00. And you or your secretary can do it.



A complete kit with twenty-eight 300" rolls of many patterns and colors is only \$34.50.

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☐ Send me a Graphic Kit at \$34.50. Check enclosed.
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FOR MANAGEMENT METHODS

If you would like to retain your copies of *Management METHODS*, here's a specially designed binder that will hold 12 issues without crowding. Looseleaf, it requires no post-hole punching. Pages open flat with no part of the gutter of a page hidden from view. Issues can be inserted in a second. The rich, maroon, leather-like cover is hard so that volumes may be stored "on end" in your bookcase. Each binder is embossed with the title "Management METHODS."



Single binder price is \$3.95. Or, if you have back issues on hand, save a dollar by ordering two for only \$6.95.

Check or money order must accompany your order to:

Spartan
STATIONERS, INC.

141 East 44th St., New York 17, N.Y.

Telephone dictating system for smaller offices and departments

Most businessmen are familiar with the "two-way" dictating machine which permits both dictation and transcription. The problem in these cases, of course, is the transportation of the unit or the machine back and forth between the dictator and the stenographer, or between dictators.

With new equipment recently announced, the dictator has a "telephone" microphone on his desk. The machine stays at the stenographer's desk. Cost on the equipment has been reduced to \$654 for one dictating station and \$767 for three dictating stations. Additional units can be added to a total of 12 stations.

Since the same machine is used for dictating and transcribing, obviously there is



a possibility of conflict between the girl and the man dictating. Thus, the system is best applied in situations where dictating is confined to specific hours of the day. A sales operation is typical. Conflicts are handled by the girl removing the record she is transcribing and placing a new one on the machine for dictation.

For more information, write to the Gray Manufacturing Company, 521 Fifth Avenue, New York, N. Y.; or circle number 377 on the Reader Service Card.

Wireless selective communication offered in new intercom system

A new six-station wireless selective master intercom system requires no cables or installation. It also features a six-channel selector, which enables each unit in the system to transmit to any of the six separate channels and receive calls on any channel it selects to use. As many as three separate conversations can be carried on simultaneously over the six-station system and any master can select and carry on a conversation with any other, separately.

For more information, write to Talk-A-Phone, 1512 S. Pulaski, Chicago, Ill.; or circle number 386 on the Reader Service Card.

Multi-phrase rubber stamp serves twelve different purposes

A "12-in-1" rubber phrase stamp contains the most used mailing and banking phrases. They are easily "clicked" into position by simply turning a key. A single stamp eliminates the bother of searching through a jumble of ordinary rubber stamps for the needed phrase. The twelve phrases are: FIRST CLASS MAIL, REG-



ISTERED, SPECIAL DELIVERY, PARCEL POST, DO NOT BEND, PLEASE REMIT, VIA AIR MAIL, FOR DEPOSIT ONLY, AIR PARCEL POST, PRINTED MATTER, SPECIAL HANDLING and HAND STAMP ONLY.

For more information, write to Douglas M. Homs & Company, 165 O'Farrell Street, San Francisco, Calif.; or circle number 391 on the Reader Service Card.

Modern steel lockers are "pilfer-proof"

A new line of steel lockers features a sliding channel construction. Angle reinforced doors have four-point latching mechanism and a locking attachment which is said to make them completely pilfer-proof.

The rolled edges, recessed handles and louvers, absence of nuts, bolts or protruding hinges and steel grey, baked-enamel finish give the lockers an attractive, modern look. The finish resists rust.

The new lockers are available in single and double tier types in all standard sizes and can be lined up side-by-side or back-to-back in matching assembly.

For more information, write to the Egipto Division, Aurora Equipment Company, 422 Cleveland Avenue, Aurora, Illinois; or circle number 427 on the Reader Service Card.

Low-cost offset plates available as aluminum or paper

Two positive working offset plates—aluminum and paper—can be made directly from any translucent original, bypassing costly and tedious negative photographic processing steps. The new plates can be used on any small offset press. It is estimated that preparation of the plate will cost as little as 20% of the cost of preparing conventional, negative working plates, including all labor and materials.

The diazo-sensitized, positive-working plate is simply fed with the translucent original into any exposing device; then it is swabbed with developer, water and fix-

ing solution, in turn. The entire preparation, from exposure through development, generally requires less than two minutes. The plate has excellent stability and resists scumming on the press. It solves the problem of going directly from a positive original to a positive plate, eliminating costly negative reversal steps.

For more information, write to Ozalid Division, Johnson City, N. Y.; or circle number 381 on the Reader Service Card.

Two-way intercom combines with paging system

A new industrial paging system combines sound paging with two-way intercommuni-



cation. It permits roving personnel to be located in seconds and enables them to answer a page call immediately, from any point in the building.

To make a page call, any authorized person steps to the nearest station, presses the paging button and speaks into the handset. His voice is amplified and clearly heard over all the sound reproducers in the plant, even in high noise level

areas. The person paged, upon hearing the call, goes to the nearest station, picks up the handset and is automatically put in two-way voice contact with the individual who paged him.

With this "split-second" automatic reply feature, the new system entirely eliminates the need to go to a telephone, call the switchboard operator and put through a phone call to the person who paged. Automatic time signals, fire and emergency alarms may also be transmitted.

For more information, write to Executone, Inc., 415 Lexington Avenue, New York, N. Y.; or circle number 380 on the Reader Service Card.

Exclusively for users of the
IBM or UNDERWOOD
Fanfold Formwriter



What is it? An automatic margin setter? A left-handed monkey wrench? A newfangled type cleaner? You'd never guess to see it alone that this ingenious accessory—The Stamco Easy-Flo Twin Carbon Support—is designed solely to simplify and improve the leading of carbon paper and slitting of fanfold forms.

And what a job it does! It is the only device available anywhere that permits the operator to change carbon paper *without* interfering with the slitters—and vice versa—the only device that permits the operator to easily and quickly adjust the forms and the slitters *without* interfering with the carbon load on the machine.

What's more, any or all of the blades on the Easy-Flo Support—in either the carbon holding end or the slitter blade side, can be removed independently of the remaining blades!

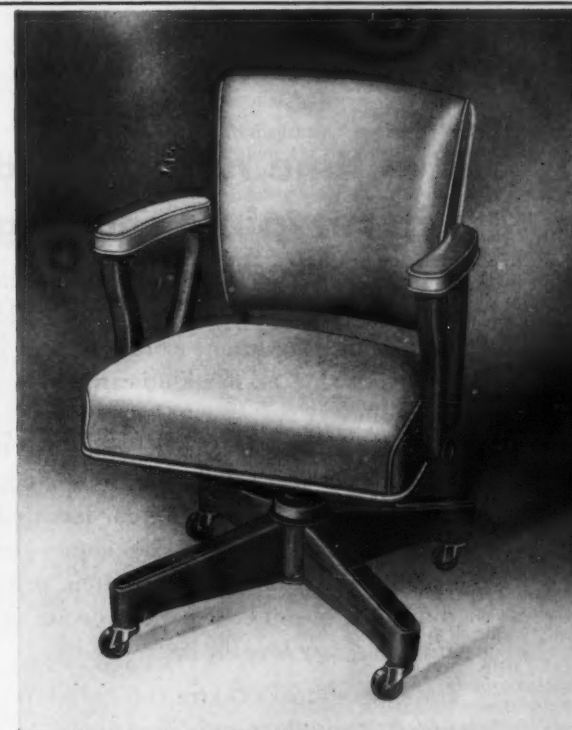
A small item? Yes. BUT WHAT A TREMENDOUS DIFFERENCE IT MAKES IN FORMS-WRITING PRODUCTION! See for yourself. Use it on trial. Write today.

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Carbon Papers • Inked Ribbons • 333 W. Lake St. • Chicago, Ill. • Offices in
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(Circle 408 for more information)

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NO. 600

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JASPER, INDIANA

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(Circle 412 for more information)



Save time now wasted in retyping, copying!

In your own office, check the time spent in retyping for extra copies—time that could be spent on more important work . . . And you'll understand why the Bambino can add hours to your office day.

Little larger than a typewriter and electrically operated, this new Ozalid® machine copies a letter in less than a minute, for less than two cents. And turns out up to 200 copies per hour . . . of anything typed, written, printed or drawn on translucent paper as wide as nine inches, any length.

THE BAMBINO makes extra copies cheap and plentiful. Reproduction is instantaneous on chemically coated Ozalid paper, film, or fabric, at high speed and low cost—without stencils, plates, inks or developing solutions. And delivers clear, dry copies.

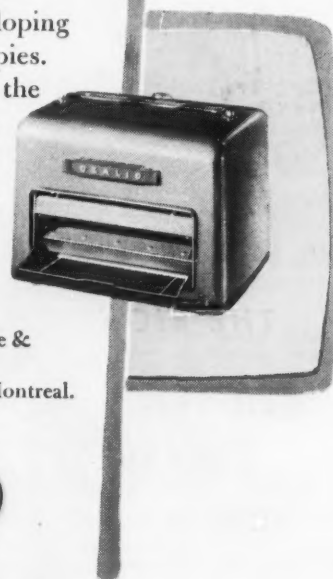
Economically priced at only \$410, the Bambino will soon pay for itself even in the small office.

Call the nearest Ozalid distributor (see phone book) for a demonstration. Or write for free brochure to 54 Ozaway, Johnson City, New York.

OZALID—A Division of General Aniline & Film Corporation . . . From Research to Reality. In Canada, Hughes Owens Company, Ltd., Montreal.

THE BAMBINO
copying machine for the office

(Circle 339 for more information)



Fireproof desk provides point-of-use protection

A new fireproof desk, which combines the time-and-space economies of the famous "work-organizer" desk, with certified point-of-use fire protection and security for records, is designed for use by personnel who often work with irreplaceable records.

The left pedestal is a two-drawer, insulated cabinet bearing the Underwriters' Labels and is equipped with signal plunger

*For more information use the
Reader Service Card bound in
this issue.*

key lock or combination lock to prevent unauthorized reference.

The desk has a rimless roll-edge, tan linoleum top. Besides general office use, this fireproof desk is suitable for small professional offices and home use.

For more information and prices, write to the Shaw-Walker Company, Muskegon, Mich.; or circle number 428 on the Reader Service Card.

Clipless paper fastener operates without further cost

A low-price, clipless paper fastener attaches all types of paper securely and neatly by an instantaneous mechanical operation. Because it needs no refilling, it is always ready for work and creates no

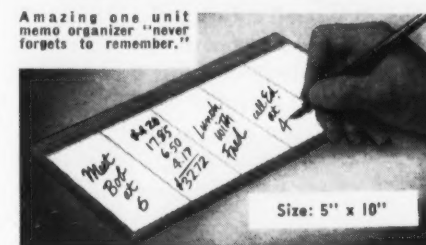


additional operating cost. This method of fastening does not add any weight to air mail or foreign mail.

For more information, write to Lansdale Products Corporation, Dept. M, Box 568, Lansdale, Pa.; or circle number 398 on the Reader Service Card.

NEW DESK **Expaditer** Reg. U.S. Pat. Off. **INCREASES OFFICE EFFICIENCY**

Amazing one unit
memo organizer "never
forgets to remember."



Size: 5" x 10"

The single *Expaditer* unit replaces all miscellaneous paper cluttering up the desk. Organizes important memos and notes in one place. Speeds work through! Saves Time! Unit holds 400 slit-apart memos (perforated at top), up to half year's use. Discourages wasting costly stationery and forms for scribbled notes. Pays for itself in efficient cost-cutting operation. Put an *Expaditer* on every employee's desk and see for yourself!

Only \$8.10 pr. doz. (minimum order)

Send No Money! We'll Bill You!

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(Circle 370 for more information)

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What Better Way Than On Everyday Office Stationery!

Typical Savings: 12 rolls of fresh, clear No. 600 SCOTCH TAPE (1/2"x2592") at almost the gross price! (\$1.10 per roll, FOB: Our Door.) You save up to \$2.00 per doz.

• **CANARY LEGAL PADS** (No. 1 Grade, 8x12 1/2, takes ink & erasures, 50 sheets to a pad)—2 Dz. @ \$1.55 per dz.; 6 Dz. @ \$1.49 per dz.; 12 Dz. @ \$1.44 per dz. (Sample sheets on request.) • **TICONDEROGA** (and other popular) **PENCILS**—2 Gr. @ \$4.60 per gr.; 5 Gr. @ \$4.52 per gr. • **SWING-LINE STAPLER**—#3—\$3.79; #4—\$4.79

FREE: Write for our monthly newsletter "STATIONERY TOPICS" on your business letterhead.

J. J. LESTER & CO., INC.
305 Canal St., Dept. MM9, N.Y. 13

"Mail Order Stationers to the Nation"
(Circle 367 for more information)

methods

Five separate totals given by new adding machine

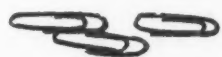
A new adding machine produces five separate totals for a variety of uses from inventory to daily tallying of department sales. The machine makes possible simultaneous addition of four separate department totals with the fifth department total readily available. Each department, including the grand total, has a capacity of \$99,999.99.

The machine is ideal for all distribution and analysis jobs and can be used to advantage to analyze invoices for: (1) classification of sales by types of product sold;



(2) classification of sales by salesman for figuring bonuses and commissions; (3) classification of tax exemptions for sales tax reports; (4) summary entries in Sales Journal.

For more information, write to R. C. Allen Business Machines, Inc., 678 Front Avenue NW, Grand Rapids, Mich.; or circle number 384 on the Reader Service Card.



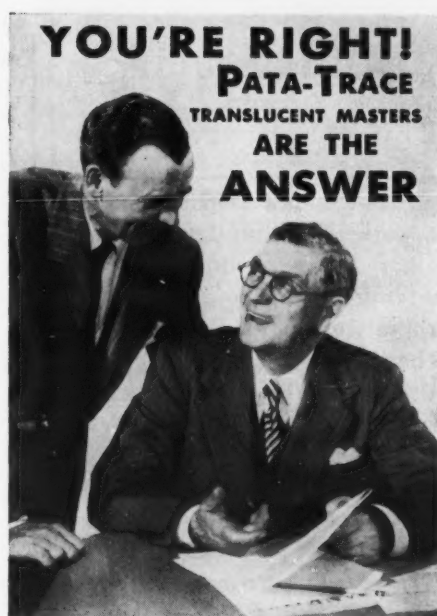
Electric typewriters for intra-office message network

Conventional electric typewriters can now be converted for use as a network of office and industrial communication.

Electric converter attachments adapt the typewriters for transmitting or receiving simultaneous messages with any number of communication points.

Typed messages and orders written on the system are reproduced instantly, in exact copies, at any part of a company. No special training is needed to operate the machines because a typist can work at her normal speed using this standard keyboard.

Machines in the circuit are linked together by ordinary telephone cable and can extend an unlimited distance. The



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Duplicate copies by Direct Copy Printing are best when made with Pata-Trace Translucent masters. Save time and money with sharp copies printed at highest speed. Available from light weight paper to card stock.

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1730 E. Holly Ave. • El Segundo, Calif.

(Circle 307 for more information)

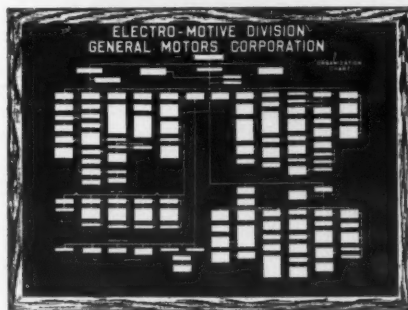
STOP COSTLY RE-DRAFTING OF ORGANIZATION CHARTS

THE
COFFIELD
EVERLASTING
Interchangeable
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CHART



EASY TO CHANGE

A typist, a typewriter and typing paper are all you need to keep your chart up to date. It's that simple.



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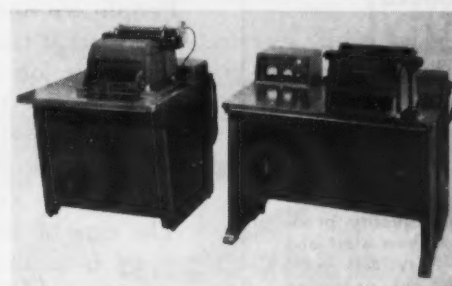
Write for Free Illustrated Folder
with Price Schedule No. M-9.

MANAGEMENT CONTROL CHARTS CO.
1731 N. WELLS ST. CHICAGO 14, ILL.

(Circle 363 for more information)

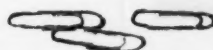
system may be used between separate departments within a building or between separate structures.

The converted typewriters accommodate any form feeding attachment and the carriage widths can be varied to fit any



size form. Attachments may be switched off, returning the electric typewriters to their standard operation. The manufacturer installs the attachments in offices after the telephone cable is laid. Because of the simplicity of the electrical circuits, service can be handled by any electrician. Service on the typewriters can be provided by regular typewriter service organizations.

For more information, write to American Automatic Typewriter Company, 614 N. Carpenter Street, Chicago, Ill.; or circle number 406 on the Reader Service Card.



Combination microfilm desk viewer and projector

A new device permits the viewing of 16mm, 35mm or 70mm microfilm in strips, cut frames or mounted in cards or jackets.



The unit can be used under normal office light and permits projection on either a desk or wall. For conference work, enlargements up to six feet are possible with wall projection, permitting ready discernment of detail even on engineering drawings which were drastically reduced when originally microfilmed.

For more information, write to the American Microfilming Service Company, 412 Temple Street, New Haven, Conn.; or circle number 399 on the Reader Service Card.



REVOLUTION ahead!

How to Avoid "Bloodshed" In Your Office

All signs point clearly to a revolution in office procedure in the months ahead.

Management is faced with a paradoxical problem. On the one hand, constantly-mounting clerical costs must be reduced. At the same time, increasing work loads make it out of the question to cut down on office personnel. It's a situation that calls for revolutionary methods.

Just as "push-button" techniques have introduced a new era in production, automatic methods through "mechanical brain" equipment are providing the most practical means for slashing clerical costs and improving office procedure.

Since 1933, Statistical Tabulating Company has been working with management in applying the speed, efficiency and economy of mechanical facilities to clerical requirements. Today, this organization provides a service that utilizes the wonder machines and automatic techniques to revolutionize office procedure and reduce costs to a minimum. Through it, office loads are being re-appraised and re-aligned. Manual operations are giving way to mechanical tabulating. Machine accounting is opening new avenues of savings in time, personnel and money.

No question about it—the automatic age in office operations is dawning, creating a bloodless revolution all over the country. The continuing expansion program at STATISTICAL reflects the faith of this organization in "push-button" techniques as the solution to excessive clerical costs and increasing work loads.

STATISTICAL's long experience is available to you in getting a quick appraisal of your clerical picture. It's a situation that calls for action . . . now. That's why it will pay you to talk over your problem with a STATISTICAL methods engineer. Just phone or write the STATISTICAL office nearest you for an appointment at your convenience. No obligation, of course.

STATISTICAL stc TABULATING COMPANY

Established 1933 • Michael R. Nataro, President

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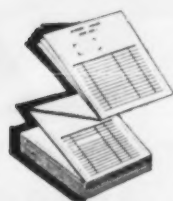
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TEMPORARY OFFICE PERSONNEL
(Circle 350 for more information)

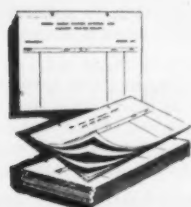
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• Economy-wise Management, ever aware of rising administrative costs, knows that Lithostrip and other American Lithofold "Planned" business forms, do streamline Office and Record-keeping procedures and effect savings of 33% or more.

Investigate these quality products and discover how alert and "procedure-wise" systems management people cut operating costs. Write for our Time and Motion Study brochure, it's free.

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• Efficiency personified in one-time carbon sets. Special binding delects all carbons with a single motion. Pre-punched to "Planned" specifications.

TEST THEM YOURSELF . . . Write for Free Samples.

AMERICAN LITHOFOLD CORPORATION
500 BITTNER ST. ST. LOUIS 15, MO.

(Circle 303 for more information)

"worth

People are necessary: The Labor Department reports that the office worker is in no danger of losing his job to the cash register, adding machine or mechanical brain. In April, 1954, nearly 8,000,000 men and women were engaged in clerical work. That's an increase of 64% over 1940. And the end is not yet in sight. The rate of increase might slow down temporarily from time to time as new, faster, more complicated office machines are installed, but it is predicted that clerical employment expansion will continue. Despite the machines, the human office worker is still in great demand. That office romance still existed was reported officially in these words: "The department found a high rate of turnover in the clerical field, with many women particularly leaving after marriage. This provides many openings for new entrants."

repeating"

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1 St. Clair Avenue West 1217 University Street

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Dept. C-5, 5 Beekman St., N. Y. 38, N. Y.

Please arrange a free demonstration of the Unilectric Adding Calculator in my office without obligation on my part.

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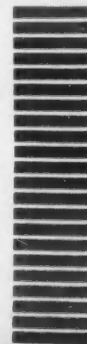
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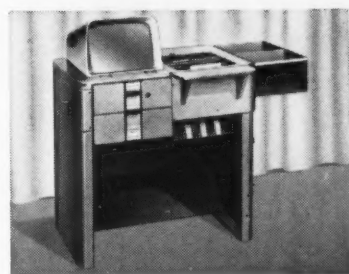
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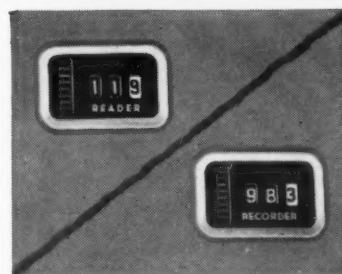
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